

ROLE OF AGILE LEADERSHIP IN IMPROVING THE QUALITY OF SERVICE EXCELLENCE IN A GOVERNMENT INSTITUTION

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ABSTRACT

Services from government agencies are very important for every community because the higher the quality of services provided, the greater the public's trust in the government. A quality service provided to the public requires efforts from all employees, and not just from officers in the front office but the most important is from the agile leadership of the civil servants. This is a qualitative research with a case study approach. This research is aimed at answering the question of how service excellence is implemented in the Ministry of Education, Culture, Research and Technology and exploring what obstacles or problems there are and how to overcome them. Data collection was carried out through semi-structured interviews with informants who were guests or members of the public who came to the ministry. The results of this research show that the agile leadership of all employees need to be improved in order that elements of service excellence, which consist of 7A and 1S, namely attitude, attention, action, ability, appearance, accountability, affirmation and sympathy can be achieved.

Keywords: Agile Leadership, Service Excellence, Government Institution

INTRODUCTION

Government is essentially providing services to the community. Therefore, the public bureaucracy is obliged and responsible to provide good and professional services (Irsan, 2012: 9). Basically, every human being needs service, in the extreme it can even be said that service cannot be separated from human life (Sinambela, 2010:3). Public bureaucracy must be able to provide public services that are more professional, effective, simple, transparent, open, timely, responsive and adaptive and at the same time can build human quality in the sense of increasing the capacity of individuals and society to actively determine their own future (Effendi in Widodo, 2001).

Since 2009, Indonesia has had its own legal regulations as a standard for services to the public, so on July 18 2009 Indonesia ratified Law No. 25 of 2009 concerning Public Services. According to the Law, public service is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers.

To further encourage the commitment of government officials to improving the quality of service, the Minister of State for Empowerment of State Apparatus and Bureaucratic Reform Regulation Number 7 of 2010 concerning Guidelines for Performance Assessment of Public Service Units has been issued, which is intended as a reference for government agency service units in developing the quality of public services with the aim of to determine the level of performance of service units on a regular basis, as material for determining policies in order to further improve the quality of public services.

One government institution that also focuses on services is the Ministry of Education and Culture. The number of The Ministry of Education and Culture, Research and Technology employees reached 125,370 in 395 units both at the center, UPT and PTN, and does not include non-PNS employees, who are quite large in number (kemendikbud.go.id). The Ministry of

Education and Culture has the task of carrying out government affairs in the fields of education, culture, science and technology to assist the President in administering state government. Therefore, it is very important to have human resources who are reliable, able to synergize and adapt quickly in responding to very rapid changes in the world of education, culture, research and technology. Public service is essentially the provision of services to the community which is the obligation of State officials as public servants. It is hoped that the public services provided will become more quality day by day (Afandi, 2018:43).

The public as the country's main stakeholder demands trust and satisfaction from public services so that they can synergize with the government. The public also wants to be served excellently because it is now easier to control what bureaucrats in the government do. However, until now there are still many indicators that show that government governance is still not effective and efficient. The reason is that employees are not yet skilled in providing services to the community. One of the community's expectations in relation to services is that services carried out by the government and other organizations are in accordance with current developments and social changes and dynamics. Until now, there are still many public complaints addressed to the Ministry of Education, Culture, Research and Technology regarding service problems, ranging from staff who are incompetent in receiving guests, not being skilled in communicating with guests, not being skilled in providing information, having an unprofessional appearance and often using sandals there are working hours. Things like this are a sight that can be seen every day in the offices of the Ministry of Education, Culture, Research and Technology. This shows that civil servants within the ministry do not yet have agile leadership that is really needed in the disruptive era.

This research is aimed at answering the questions: (1) How is the competence of civil servants in agile leadership reflect on the service provided in the Ministry of Education, Culture, Research and Technology, (2) What are the obstacles in improving leadership skills of the civil servants and (3) What solutions must be implemented so that the Ministry of Education, Culture, Research and Technology can improve the quality of its services to the wider community through agile leadership of the civil servants.

LITERATURE REVIEW

Definition of Agile Leadership

According to Joiner (2019), agile leadership is a leader's ability to make wise and effective Agile comes from a term adopted from the world of IT (Information Technology) which states agile. In 2007 Joiner and Joseph developed the concept of agile leadership. In 2020, the pandemic brought us into a new era, a transition period from traditional leadership to agile leadership. The high level of complexity coupled with its volatile and ambiguous nature places high pressures and demands on today's global business settings. Not only in the private sector, but also in public organizations to adopt Agile leadership. Modern Leadership Theory explains that Agile leadership is the ability to create and respond to change in order to be successful in an uncertain and turbulent environment.

The "agile" management style means leaders are required to be flexible, adaptable and quick in making decisions. Saputra, (2021:376) stated that in facing continuous change, flexible and fast behavior is required. Because of this, a different leadership approach is needed. Leadership agility is a concept proposed as an approach to work team leadership in facing complex environments, full of ambiguity and uncertainty. In the agility leadership style theory, leaders can manage the organization they lead in such a way that it can remain and continue to survive and even develop in the VUCA era and especially in the current era of adapting to new habits (Torres, R., Reeves, M., & Love, C. 2013). The success of an agile organization really depends on the skills, attitudes

and behavior of the organization's people who are able to adapt to new strategies, structures, work processes and even autonomy possessed by teams and individuals (Crowe and Abraham, 2019 in Satri, 2021). Horney (2016) explains leadership agility as the ability to sense change as well as respond to environmental changes with focused, fast and flexible actions.

The characteristics of agile leadership according to the Ministry of Human Resources of the Republic of Indonesia are:

1. Calm and adaptive to various changes. An agile leader is a leader who faces all changes and challenges calmly and adaptively. He can also calm team members to remain calm in facing all problems and challenges
2. Innovation must be possessed by a leader in facing various changes, pressures and crises that lie ahead. Leaders will think hard to solve various problems with various innovations.
3. Learn from various experiences and ask for feedback from team members. Reliable leaders always learn from various experiences and also get feedback from their team members as material for evaluation, improvement and learning.
4. Able to empower, inspire and motivate his team members. Leaders must be able to develop their own potential and the abilities of members to grow and develop optimally.

Definition of Public Services

According to Hayat (2017: 22) public service is serving all aspects of basic services that are needed by the community to be fulfilled in accordance with its provisions. Mukaron and Laksana, (2016:41) say that public service is the provision of services (serving) the needs of people or society who have an interest in the organization in accordance with the basic rules and procedures that have been determined. From the various opinions regarding the definition of public service above, it can be concluded that the definition of public service is a service activity that is carried out professionally, with quality, and has positive services that are able to help meet the needs of the community in accordance with government regulations.

Public services in Indonesia are intended to provide legal guarantees in interactions between the community and public servants (Raharjo, 2021). Thus, it can be concluded that the aim of public services is to create clear boundaries and ensure that public relations with public services can run well in accordance with statutory regulations. According to Sinambela (2017) public service is defined as meeting the needs of individuals or communities with an interest in an organization (service) according to established policies and procedures.

Furthermore, the principles of public service can also be seen in Law Number 25 of 2009 in the provisions of article 4, namely: 1. Public interest 2. Legal certainty 3. Equality of rights 4. Balance of rights and obligations 5. Professionalism 6. Participation 7. Equality of treatment/ non-discriminatory 8. Openness 9. Accountability 10. Facilities and special treatment for vulnerable groups 11. Timeliness 12. Speed, convenience and affordability. Meanwhile, according to Endah, K. (2018), service is an effort by the organization (service provider) in response to people's expectations of satisfactory service. For public organizations, good service is reflected in the effectiveness and efficiency of activities carried out smoothly. The faster and more accurate the service provided, the better the quality of service will be.

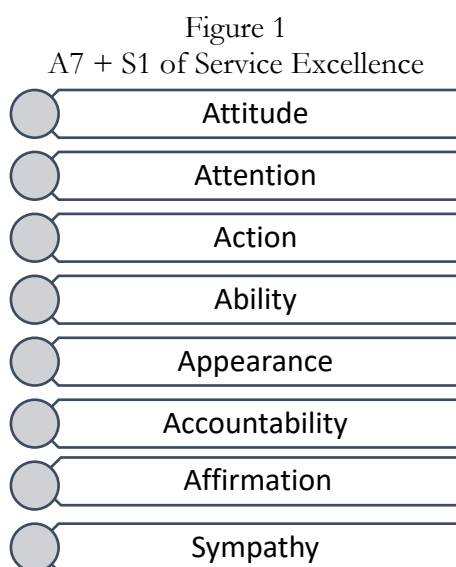
Ratminto and Winarsih in Hardiyansyah's book (2018: 15) state that public service is for all forms of service, whether in the form of goods or public services which in principle are the responsibility and carried out by the government at the central, regional and environmental levels of State-Owned Enterprises or Regional-Owned Enterprises to meet the needs of the community and in the context of implementing statutory regulations.

Service Excellence

Daryanto and Ismanto Setyabudi (2014: 51) argue that excellent service is the best service in meeting customer expectations and needs that meet quality standards so as to foster customer service satisfaction. Service will be good if it meets service quality standards that foster customer satisfaction with the services provided.

Kasmir (2017) defines excellent service as a company's ability to provide services that can create a sense of satisfaction for customers because the services provided are in accordance with their needs and desires. In other words, a company must be able to prepare competent human resources and be supported by facilities and infrastructure that always follow technological developments in order to provide services quickly and precisely. Apart from that, excellent service or excellent service also needs to be supported by the completeness of the products that customers need.

The implementation of the excellent service concept itself is at least based on the three A concept, namely; attitude, attention, and action. However, in reality, a good concept is actually based on 7A + S. The 7A + S concept is believed to be a complete application of the concept where the goal and implementation of excellent service can be achieved well (Hakim and Widiyatmo, 2021:23-24). The seven concepts of excellent service can be seen in the following picture.



Source:
Hakim dan Widiyatmo, 2021:23-24)

1. **Attitude;** The attitude that must be adopted when meeting customers is to be friendly, attentive, polite, think healthily, think positively, and also make them comfortable. Attitude is the foremost assessment of the implementation of excellent service. Attitude is the behavior or mannerisms that are highlighted when dealing with customers. Attitude is a relatively long-lasting collection of feelings of belief and behavioral tendencies directed towards people, ideas, objects and groups of people (Nurrahmawati et al., 2021:211).
2. **Attention;** When providing service, you must pay attention and pay attention to what customers want. Pay more attention to what is wanted and asked for. Attention is one of the many psychological symptoms in humans. In attention, several mental activities occur that involve the brain and senses. (Robert L. Solso, 2007:90).
3. **Action;** There are various concrete actions that must be taken in providing services to customers. Action is something done to achieve a certain goal to produce something. (Junaedi, 2020: 24-32) .

4. **Ability;** Even though at first it was not a basic concept, in this increasingly developing era, servants must have abilities for example communication, the ability to solve problems quickly, anxiety management, and more practical things such as the use of technology.
5. **Appearance;** Appearance greatly influences excellent service. Appearance is not just external appearance but non-physical appearance, for example sanity, body gestures and speaking style.
6. **Accountability;** Another basic concept of excellent service is responsibility. Waiters must have a sense of responsibility for service work. This is actually the basis of every job. However, many institutions often neglect their responsibility for excellent service and focus more on profits alone.
7. **Affirmation;** Waiters must be able to accommodate their customers' expectations, must think positively and emphasize service on positive things. This helps the institution to get rid of emotional matters and be more professional when carrying out a service.
8. **Sympathy;** The last thing that is the basic concept of excellent service is sympathy. Sometimes the service staff professionally provide excellent service, but sometimes because of a lack of sympathy, the service process does not run well.

METHOD

This is a qualitative research with a case study approach. According to Sugiyono (2011: 56) qualitative research is research used to examine the condition of natural objects, where the researcher is the key instrument. The difference with quantitative research is that this research starts from data, utilizes existing theory as explanatory material and ends with a theory. According to Moleong (2008: 6) qualitative research is research that intends to understand phenomena about what is experienced by research subjects, for example behavior, perceptions, motivations, actions, holistically, and by means of descriptions in the form of words and language, in a context. specifically natural ones and by utilizing various natural methods. According to Bogdan and Biklen (2007) qualitative research is a research procedure that produces descriptive data in the form of speech or writing and the behavior of the people being observed.

Meanwhile, what is meant by case study strategy according to Yin (2015) is an empirical inquiry that investigates phenomena in real life contexts when the boundaries between phenomenon and context are not clearly visible where multiple sources of evidence are utilized. Case studies are a widely used strategy because investigators have little control over an event, and when the focus is on a contemporary phenomenon in some real-life context (Yin, 2015).

Data collection was carried out through semi-structured interviews. A semi-structured interview is an interview process that uses an interview guide that comes from developing topics and asking questions and is more flexible than an interview. Interviews were carried out by asking informants directly to explore and obtain information related to the required data (Creswell, 2018). In this research, researchers interviewed 15 visitors to the Ministry of Education, Culture, Research and Technology at 3 Directorates General, namely the Directorate General of Vocational Education, the Directorate General of Early Childhood Education, Primary and Secondary Education and the Directorate of Higher Education.

Patton (in Moleong, 2010: 280) data analysis techniques are the process of categorizing data sequences, organizing them into patterns, categories and basic units of description, he differentiates it from interpretation, namely giving significant meaning to the analysis, explaining the pattern of description and looking for relationships between description dimensions. The data analysis steps used in this research are the Analysis Interactive Model from Miles and Huberman (2014), which divides the steps in data analysis activities into several parts, namely data collection,

data reduction, data presentation (data display), and drawing conclusions or verification (conclusions).

RESULT AND DISCUSSION

Based on Presidential Decree Number 72 of 2019 concerning the Ministry of Education and Culture in the Advanced Indonesia Cabinet, the Ministry of Education and Culture consists of the Secretariat General, the Inspectorate General, seven Directorates General and two Agencies. In carrying out its duties and functions, the Minister of Education and Culture is assisted by five Expert Staff. The seven Directorates General referred to include: 1. Directorate General of Teachers and Education Personnel; 2. Directorate General of Primary and Secondary Education; 3. Directorate General of Early Childhood Education and Community Education; 4. Directorate General of Learning and Student Affairs; 5. Directorate General of Science, Technology and Higher Education Resources; 6. Directorate General of Institutions for Science, Technology and Higher Education, and; 7. Directorate General of Culture.

Each Directorate General has its own office located in the Ministry complex. Unlike other offices, where there is always a customer service officer or receptionist at the front, at the receptionist desk of the Ministry of Education, Culture, Research and Technology, the officers are security staff, who also wear security uniforms. There are no special customer service officers visible. Thus, the reception staff is security. Security will direct guests to the Directorate that suits their needs, and at that Directorate the guest will be served by staff. This staff can be anyone who is there. Therefore, every staff must have the ability to provide excellent service.

The results of interviews with 15 visitors at the Ministry of Education, Culture, Research and Technology obtained the following data and information.

1. Attitude

In general, officers in the service department are not those assigned as receptionists, but those who sit at the reception desk are the security team. In terms of attitude, of course his demeanor is very different from the receptionist and far from being friendly and gentle. In accordance with the character of the security guard, who is firm, speaks loudly, does not smile, this is of course contrary to the personality that a receptionist must show. Apart from that, the officers serving also do not show proper behavior in serving visitors. They are not friendly and don't understand how to serve guests.

“As a teacher, I often come to the office of the Ministry of Education and Culture, but surprisingly the person sitting at the reception desk is security, not customer service. I hope that when I arrive I will be greeted with a friendly smile, and given the information I need as a guest. However, the way it was received was very contradictory. This is because there is no customer service or receptionist at the office, only security. The employees who receive guests are not friendly. This can be seen from his facial expression which is less than smiling, and also the way he communicates.” (AS- Teacher)

2. Attention

The officers in the service department do not give serious attention to the guests who come and do not give the impression of wanting to help. This is very contrary to what should be done when providing service, especially when listening to guest complaints.

“I once came to the Ministry of Education and Culture office to convey my complaint regarding school aid funds that had not been received even though all the requirements had been met. However, the officers seemed reluctant to provide a detailed explanation and did not want to help find the root of the problem. The officer actually told me to be more patient in waiting, because many people would receive help and not just me, and I

was asked to go home. "Even though I told you that I came from Papua, and had to take a plane for more than 4 hours to Jakarta." (OC- Papua)

3. Action

The officers serving also did not show proper actions as receptionists. Doesn't show enthusiasm when listening to problems experienced by guests and even tends to blame the guest for what happened. Officers also appear to be insensitive to members of the public who should be given priority, such as people with disabilities.

"I have come to the Ministry of Education and Culture office quite often because of various matters. But every time I come there, I have to wait a long time to be served. I was even asked to go to the ground floor to take a photo copy and then go back to the 8th floor. At the photo copy place I had to queue for quite a long time. This is certainly troublesome for people with disabilities like me. They should be able to provide better service, such as assigning interns to photocopy shops." (RU – Owner of English Course)

4. Ability

Many officers at the Ministry of Education and Culture office do not understand the programs in their Directorate, so when asked they provide incorrect information. They also appear to be incompetent in their fields. This causes guests to often be asked to go back and forth from one floor to another. The lack of competence of officers in service can also be seen from how they speak on the telephone without proper etiquette. The officer's competence can also be seen from how he provides information to guests. Many officers at the Ministry of Education and Culture office do not understand the programs in their Directorate, so when asked they provide incorrect information. They also appear to be incompetent in their fields. This causes guests to often be asked to go back and forth from one floor to another. The lack of competence of officers in service can also be seen from how they speak on the telephone without proper etiquette. The officer's competence can also be seen from how he provides information to guests.

"In my opinion, the competence of service officers in this ministry is very lacking. They do not have good communication skills, whether talking in person or on the telephone. Even though this is an office that handles education issues throughout Indonesia, the human resources seem to have never been trained so they don't understand how they should provide services." (TU- Lecturer)

5. Appearance

At the office of the Ministry of Education, Culture, Research and Technology, the officers or employees seem to pay little attention to their appearance. Especially in the afternoon, after they have finished praying, they usually seem too lazy to wear shoes again, so it is not uncommon for them to only wear sandals when serving guests. This shows the unprofessionalism of the officers in providing service to arriving guests.

"Two months ago I came to this ministry with colleagues from Australia. I ask for information regarding collaboration that can be created between ministries and universities in Australia. But when I came there, I was served by a male officer wearing sandals. This shows that the officers are very unprofessional." (IS - Lecturer)

6. Accountability

In Service Excellence, officers who serve must be responsible for all information and actions they take. Especially in making promises to guests. Based on interviews with informants, data was obtained that officers often did not keep their promises to customers, such as in making permits or letters required by customers.

"I've been back and forth here 3 times to pick up my foreign diploma transfer letter. As stated in the online information, the letter was said to be completed within one week, but it turned out that when I came here, the letter had not been completed, and strangely, the officers did not seem to feel guilty. He casually asked me to come back next week, without giving a clear reason. This is really unprofessional." (VA – Fresh Graduate)

7. Affirmation

In Service Excellence, the waiter must be able to accommodate the expectations of his customers. Officers must also try to show responsiveness and a desire to help, including handling complaints in a professional and unemotional manner. From the researcher's interviews with informants, data was obtained that the officers at the office had not been able to provide the best service to the guests who came. Even though he works for the ministry that represents the country.

"I am very disappointed with the service here. I am an American citizen and will collaborate with my colleagues in Indonesia to establish an international school. We came here to ask for detailed information, especially regarding curriculum issues and other regulations that must be fulfilled by international school administrators, because there is some information on the website which in my opinion is unclear and not detailed. But unfortunately, officials at the Ministry did not provide the detailed information we needed. Apparently, he didn't like us asking too many questions. His face was not friendly and he asked us to read all the information from the website, then he ordered his assistant to serve us." (FR- School Principal)

8. Sympathy

Based on interviews with informants, researchers obtained data that there are still many officers who provide services who do not have sympathy for customers, including people with disabilities. Officers also don't really hear customer complaints, and are not moved to help and find solutions.

"The staff who provide service do not show sympathy for what customers are experiencing. The problem solving skills are very low and if there are complaints from guests, they tend to blame the guests." (CE- College Student)

Excellent service that uses the 7A and 1S concepts must be implemented well by all staff in government agencies such as ministries. However, in practice, not all staff understand how to provide good service to the community. In terms of behavior, for example, which is closely related to providing attention, action, accountability, affirmation and sympathy, not all employees show the behavior that should be required for excellent service, namely being kind and showing a positive image in serving guests/customers. In essence, public services that lead to excellent service must be demonstrated with good behavior, so that it will generate positive views from customers, who come from different backgrounds (Firmansyah, 2014).

Apart from that, excellent service is also assessed by how competent the staff are in serving the community. In terms of ability, the staff have not demonstrated anything optimal, either in

mastery of the program or field being worked on or in the timely completion of work, so their professionalism cannot be seen. Excellent service will be possible if it is balanced with existing human resource competency standards. The competency standards possessed by each employee in an institution, especially in government institutions, will determine the quality of excellent service (Widiawati, 2017).

Likewise regarding appearance, where guests often see staff working in sandals. A person's physical appearance is a self-portrait that can show a person's identity to other people. People often don't realize the importance of impression or image in their appearance. Good skills and high quality work are really needed, but a bad impression can cover even the most perfect skills (Rohaeni et al, 2016).

From the interview results, data was obtained that the Ministry of Education and Culture, Research and Technology does not yet have an agile leader. This is proven by the quality of service excellence implemented which is not in accordance with the expected results. The services provided are not yet adaptive to changes that require fast-paced services. What is needed by guests or customers who come is not immediately responded to quickly, but takes a long time. This makes many guests complain about this service. Apart from that, excellent service also requires innovation, especially in solving problems. Until now, many people still complain that the solutions they receive are not satisfactory. This really depends on how the leadership of the staff has to serve the guests. The leaders and staff who are civil servants do not seem to want to learn from experience. They keep repeating the same mistakes so that there is no visible change in the service they provide. The leaders at the ministry office were also unable to motivate their staff well. This can be seen from the way they provide service to guests. They looked like they were not enthusiastic, not enthusiastic in providing information and helping guests who came.

CONCLUSION

The research results show that from the 7A and 1S concepts of Excellent Service, data is obtained that the aspects of Attitude, Attention, Action, Ability, Appearance, Accountability, Affirmation and Sympathy have not been demonstrated by the majority of employees in the Ministry of Education, Culture, Research and Technology. The officer sitting at the customer service desk is also not a receptionist or customer service person but a security team member. This is different from institutions in general.

In this office, every staff member must be able to provide customer service, considering that there are no special customer service officers. But unfortunately, not all staff understand excellent service. In terms of behavior, they have not shown good attitude, attention, action, accountability, affirmation and sympathy. In terms of ability, they have not shown anything optimal. Both in mastery of the program or field being worked on and in the timely completion of work. Likewise, regarding appearance, where guests often see staff working in sandals. This shows that the leaders in these institutions do not yet have agile leadership

To be able to produce competent and professional human resources, various efforts must be made, one of which is as suggested by the informant, namely that employees must be given excellent service training as well as agile leadership training, so that the quality of public services at the Ministry of Education, Culture, Research and Technology offices increases and can meet the expectations of the wider community. The limitation of this research is that it does not discuss employee training issues. Therefore, researchers suggest that in future research, the study can be carried out regarding employee training with a different approach.

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