

SERVICE QUALITY MEDIATES THE INFLUENCE OF COMPETENCY AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE OF INDRAGIRI HULU REGENCY HEALTH SERVICE EMPLOYEES**Venny Rismawanti, Budiyanto and *Agustedi**

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Abstract

This study employs the dynamic capabilities view as a theoretical perspective to empirically investigate the role of service quality as a moderator in influencing competence and organizational commitment on the health service civil servants' performance. The research respondents consisted of 217 civil servants from the health service in Indragiri Hulu Regency, Riau, Indonesia. The data was processed using Structural Equation Modeling (SEM) PLS. This study proposes service quality as a strategy to improve the civil servants' performance. The research results reveal that competence and organizational commitment influence the performance of civil servants and service quality plays a moderating role in improving the performance of health service employees. These results strengthen the dynamic capabilities view where public sector employees, in this case health service employees, who have high competence and commitment, and are strengthened by good service quality, can develop dynamic capabilities that encourage increased employee performance.

Keywords: Dynamic capabilities view, Service quality, Competency, Organizational commitment.

INTRODUCTION

Jobstreet.co.id survey results, (2022) of 17,623 respondents stated that 73% of employees observed were dissatisfied with their jobs. The results of the respondents' responses showed that 54% of their work did not match their educational background, 60% had no career path, 85% did not have a work-life balance and 53% have bosses or leaders who have a military, paternalistic and indifferent leadership style. As of August 2022, the National Statistics Agency showed the high unemployment rate in Indonesia, namely reaching 8.42 million people. Incompatibility of work with their background ultimately means that 54% of employees are forced to work which does not match their educational background. This has a serious impact on reducing work productivity and reducing opportunities for career advancement. In fact, 60% of correspondents admitted that they did not have a career path at their current office. Research conducted by the American Psychological Association, (2014) showed that employees who are satisfied with their work will work more productive. This will also affect the mental and physical health. Looking at the survey results, along with the industrial revolution 4.0, study on employee performance still become a relevant topic to developments in the work field today. Further, the industrial revolution was marked by a transition in development era from hand production methods to machines and digitalization which reduced the use of humans in workplace. Several studies state that competency influences employee performance (Aprilia *et al.*, 2020; Chen and Kuo, 2022; Dewi *et al.*, 2020; Hu *et al.*, 2021; Ibidunni, *et al.*, 2021; Muhara *et al.*, 2020; Pulka *et al.*, 2021; Rehman *et al.*, 2021; Tiruneh and Fayek, 2021). However, several studies state the contrary result that competency has no effect on employee performance (Efendi and Yusuf, 2021; Hasibuan, 2020; Nababan *et al.*, 2020; Suantara *et al.*, 2020; Wandu and Hakiki, 2022). In addition, several studies state that organizational commitment influences

employee performance (Abdullah *et al.*, 2021; Alqudah *et al.*, 2022; Bhatti *et al.*, 2022; Goetz and Wald, 2022; Leung and Lin, 2022; Lin *et al.*, 2022; Sharma *et al.*, 2021; Singh, 2022; Tang and Vandenberghe, 2022; Vuong, *et al.*, 2022; Yu *et al.*, 2022), on the contrary, several studies state that organizational commitment has no effect on employee performance (Silva *et al.*, 2022). al., 2022; El Maula and Ratnawati, 2021; Suwibawa *et al.*, 2018; Sutopo, 2018). Those literature reviewed denote that there are still inconsistencies in the results regarding the influence of competency and organizational commitment on performance. As a solution to this inconsistent issue aforementioned, the researchers propose a moderation concept with service quality variable. Employees who work with appropriate competence and have high commitment, reinforced by good service quality, are expected to improve performance. This study is expected to strengthen the dynamic capabilities view related to civil servant performance variables, competency, organizational commitment and service quality.

LITERATURE REVIEW**The influence of competency on the civil servants performance at the Indragiri Hulu regency health service, Riau province**

Spencer and Spencer, (1993:315) state that factors influenced by competence include: management development succession, recruitment, training, performance, career planning, salary and work team building. Civil servants of the Indragiri Hulu Regency health service who work according to technical competence, managerial competence, and socio-cultural competence, are thought to have the potential to improve their performance which can be reflected in service orientation, integrity, discipline and cooperation in work. Previous study conducted by Dewi *et al.*, (2020) aimed to analyze the role of interpersonal communication in moderating work competence and work stress on employee performance at Bank Rakyat Indonesia Rengat Branch. 103 employees of Bank Rakyat Indonesia Rengat Branch were chosen as sample. The research

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results showed that competence influences employee performance. However, work stress had no effect on employee performance. Interpersonal communication did not moderate the influence of work competency on employee performance. Yet, it moderated the effect of work stress on employee performance. Civil servants of the Indragiri Hulu Regency Health Service who work with high competencies such as technical competencies, managerial competencies and socio-cultural competencies that are appropriate to their work, have the potential to improve performance. Several studies state that competency influences employee performance (Aprilia *et al.*, 2020; Chen and Kuo, 2022; Dewi *et al.*, 2020; Hu *et al.*, 2021; Ibidunni, *et al.*, 2021; Muhara *et al.*, 2020; Pulka *et al.*, 2021; Rehman *et al.*, 2021; Tiruneh and Fayek, 2021). However, several studies state the contrary result that competency has no effect on employee performance (Efendi and Yusuf, 2021; Hasibuan, 2020; Nababan *et al.*, 2020; Suanlara *et al.*, 2020; Wandu and Hakiki, 2022). Based on the inconsistencies of the research results aforementioned, the hypothesis proposed in this study is determined as follows:

H1: Competency has a significant effect on the performance of Civil Servants at the Indragiri Hulu Regency Health Service, Riau Province.

The Influence of Organizational Commitment on the Performance of Civil Servants at the Indragiri Hulu Regency Health Service, Riau Province

McShane and Glinow (2010:201) identified trust, will and loyalty as the factors that influence organizational commitment. Franke and Felfe (2008) stated that several factors that are influenced by organizational commitment are motivation, performance, OCB, well-being, desire to change, absence, desire to leave and work stress. Leung and Lin, (2022) stated that organizational commitment is a psychological tool that can help achieve the expected performance. Civil servants of the health service of Indragiri Hulu Regency, Riau Province who work with high commitment, such as: self-confidence in organizational values, involvement in organizational activities, feeling of belonging to the organization and feeling a loss if they leave the health service, are thought to have the potential to improve the performance of civil servants. Indragiri Hulu Regency Health Service, Riau Province. Civil servants of the Indragiri Hulu Regency health service who have commitments (affective, normative and sustainable) such as: feeling comfortable working in the health service, wanting to spend the rest of their career in the health service and helping wholeheartedly with the problems faced by the health service, will certainly be able to improve performance employee. Several studies state that organizational commitment influences employee performance (Abdullah *et al.*, 2021; Alqudah *et al.*, 2022; Bhatti *et al.*, 2022; Goetz and Wald, 2022; Leung and Lin, 2022; Lin *et al.*, 2022; Sharma *et al.*, 2021; Singh, 2022; Tang and Vandenberghe, 2022; Vuong, *et al.*, 2022; Yu *et al.*, 2022), however, several studies reveal contrary results, namely organizational commitment has no effect on employee performance (Silva *et al.*, 2022; El Maula and Ratnawati, 2021; Suwibawa *et al.*, 2018; Sutopo, 2018). Based on those conclusions, the hypothesis proposed is as follows:

H2: Organizational commitment has a significant effect on the performance of Civil Servants at the Indragiri Hulu Regency health service

The Influence of Competency on the Service Quality of Civil Servants at the Indragiri Hulu Regency Health Service, Riau Province

Competency is the level of skills, knowledge and behavior possessed by an individual in carrying out the tasks assigned to him in the organization. Armstrong, (2006:132) and Spencer and Spencer, (1993:315) stated that competence influences management development, recruitment, training, performance management, career planning, salaries and rewards, and team building. Civil servants of the Indragiri Hulu Regency Health Service who have high technical, managerial and socio-cultural competences have the potential to provide reliable, adequate, responsive, trustworthy and agile services. Further, in the era of industrial revolution 4.0, human work can be replaced by robots and machines. Now, customers no longer need to queue in front of customer service to open a bank account. With just a cellphone or ATM machine, customers can open a bank account. This phenomenon requires humans to be more competent in working and serving so that the role of humans will not be replaced by machines.

Several previous studies that have been conducted on the influence of competency on service quality also reveal that competency influences service quality (Abdullah *et al.*, 2021; Chikazhe *et al.*, 2020; Yingfei *et al.*, 2022), therefore the hypothesis proposed in this present study is:

H3: Competency has a significant effect on the service quality of Civil Servants at the Indragiri Hulu Regency health service

The Influence of Organizational Commitment on the Service Quality of Civil Servants at the Indragiri Hulu Regency Health Service, Riau Province

Werther and Davis (2004: 145) stated organizational commitment is considered as the emotional connection between employees with their work. Employees will be loyal if they are connected to the organization and willing to participate. Organizational commitment consists of affective commitment, sustainable commitment, and normative commitment.

Employees with high commitment will be comfortable in the organization, proud to be part of the organization, want to stay in the organization and spend their careers in the organization, in this case the Indragiri Hulu Regency Health Service. Several studies state that organizational commitment influences service quality (Lee *et al.*, 2020; Rojickinnor, 2020; Nor *et al.*, 2022). Therefore, the hypothesis proposed in this study is:

H4: Organizational Commitment Has a Significant Influence on the Service Quality of Civil Servants at the Indragiri Hulu Regency Health Service

The Influence of Service Quality on the Performance of Civil Servants at the Indragiri Hulu Regency Health Service, Riau Province

According to Parasuraman *et al.*, (2005), service quality is an important component that must be considered in providing excellent service quality. Service quality is assumed as a central point for a company because it influences consumer satisfaction and consumer satisfaction will arise if employees provide good service quality. The quality of the services

provided is tangible, reliable, responsive and can be trusted, so it has the potential to improve the performance of civil servants at the health service in Indragiri Hulu Regency. Currently, employees are required to work agile and agile, because human work can be replaced by robots. However, jobs that require feelings such as empathy cannot yet be replaced by robots and machines.

Several studies suggest that service quality influences performance (Chaniago *et al.*, 2021; Chaudhary *et al.*, 2020; Sumardi and Fernades, 2022; Yingfei *et al.*, 2022; Amos *et al.*, 2022). Therefore, the hypothesis proposed in this study is:

H5: Service Quality Has a Significant Influence on the Performance of Civil Servants at the Indragiri Hulu Regency Health Service.

The Role of Service Quality in Mediating the Influence of Competency on the Performance of Civil Servants at the Health Service of Indragiri Hulu Regency, Riau Province

Kotler and Keller, (2016: 143) state that quality is the ability of a product or service to provide results or performance of satisfaction that is appropriate and even exceeds what the customer wants. Service quality can be interpreted as the ability of service officers to be able to adapt quickly according to the situations and customers' conditions faced.

Gronroos (2018:56) suggests that there are several factors that influence service quality, namely: caring for and paying attention to customers, spontaneity in service, solving customer problems and repairing unwanted things. Wijaya (2016:135) states that service quality influences government services to the community as customers as a reference for developing service standards. From the description above, it can be stated that the quality of service provided can improve employee performance and organizational performance, both business-oriented organizations and public organizations. Civil servants of the Indragiri Hulu Regency health service who have a high commitment to work with indications of maintaining the good name of the place where they work, high work involvement, do not want to stop working in the health service, if accompanied by agility in providing services as evidenced by their ease in adapting to community service needs, it is assumed to have the potential to improve their performance at the Indragiri Hulu Regency Health Service, Riau Province.

Amos *et al.*, (2022) in their study which aims to investigate the influence of finances, service quality and performance of hospital facility management services, stated that service quality influences the performance of hospital facility management services. Chaudhary *et al.*, (2020)'s study aimed at analyzing the influence of computer information technology development orientation, quality of service received, student trust and satisfaction on higher education brand performance during the COVID-19 pandemic in Pakistan. The sample was 417 students in Pakistan. The research results show that computer information technology orientation has a significant positive influence on student satisfaction and university brand performance, while student satisfaction significantly mediates the relationship between computer information technology orientation and university brand performance. Perceived service quality acts as a significant mediator. Yingfei *et al.*, (2022) conducted a study to analyze the influence of trade

service quality and the environment on the performance of green logistics and infrastructure in logistics companies. That study reveals the performance of green logistics and infrastructure influences company performance, service quality and the trade service environment.

Several previous studies state that service quality influences employee performance (Chaniago *et al.*, 2021; Chaudhary *et al.*, 2020; Sumardi and Fernades, 2022; Yingfei *et al.*, 2022; Amos *et al.*, 2022). Besides, several other studies state that organizational commitment influences employee performance (Abdullah *et al.*, 2021; Alqudah *et al.*, 2022; Bhatti *et al.*, 2022; Goetz and Wald, 2022; Leung and Lin, 2022; Lin *et al.*, 2022; Sharma *et al.*, 2021; Singh, 2022; Tang and Vandenberghe, 2022; Vuong, *et al.*, 2022; Yu *et al.*, 2022), however, several studies argue that organizational commitment has no effect on employee performance (Silva *et al.*, 2022). *al.*, 2022; El Maula and Ratnawati, 2021; Suwibawa *et al.*, 2018; Sutopo, 2018). Based on the inconsistencies in the research results above, the hypothesis proposed is as follows:

H6: Service Quality mediates the influence of competency on the performance of Civil Servants in the health service of Indragiri Hulu Regency, Riau Province

The Role of Service Quality in Mediating the Influence of Organizational Commitment on the Performance of Civil Servants at the Health Service of Indragiri Hulu Regency, Riau Province

Arianto (2018) highlighted that service quality is a focus on fulfilling needs and requirements, as well as on punctuality to meet customer expectations. Service Quality applies to all types of services provided by the company while the client is at the company. Kotler and Keller, (2016: 143) as previously described state that quality is the ability of a product or service to provide results or performance of satisfaction that is appropriate and even exceeds what the customer wants. Service quality can be interpreted as the ability of service officers to be able to adapt quickly according to the situations and customers' conditions faced. Gronroos (2018:56) suggests that there are several factors that influence service quality, namely: caring for and paying attention to customers, spontaneity in service, solving customer problems and repairing unwanted things. Wijaya (2016:135) states that service quality influences government services to the community as customers as a reference for developing service standards. From the description above, it can be stated that the quality of service provided can improve employee performance and organizational performance, both business-oriented organizations and public organizations. Civil servants of the Indragiri Hulu Regency health service who have a high commitment to work with indications of maintaining the good name of the place where they work, high work involvement, do not want to stop working in the health service, if accompanied by agility in providing services as evidenced by their ease in adapting to community service needs, it is assumed to have the potential to improve their performance at the Indragiri Hulu Regency Health Service, Riau Province.

Several studies argue that service quality influences employee performance (Chaniago *et al.*, 2021; Chaudhary *et al.*, 2020; Sumardi and Fernades, 2022; Yingfei *et al.*, 2022; Amos *et al.*, 2022). Several studies also argue that organizational commitment influences employee performance (Abdullah *et*

al., 2021; Alqudah et al., 2022; Bhatti et al., 2022; Goetz and Wald, 2022; Leung and Lin, 2022; Lin et al., 2022; Sharma et al., 2021; Singh, 2022; Tang and Vandenberghe, 2022; Vuong, et al., 2022; Yu et al., 2022), however, several studies believe that organizational commitment has no effect on employee performance (Silva et al., 2022). al., 2022; El Maula and Ratnawati, 2021; Suwibawa et al., 2018; Sutopo, 2018). Based on that inconsistency, the hypothesis proposed is as follows:

H7: Service quality mediates the influence of organizational commitment on the performance of civil servants in the health service of Indragiri Hulu Regency, Riau Province.

Thereby, the researchers present the conceptual framework for this study as follows:

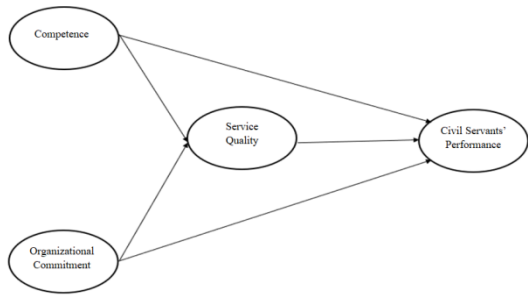


Figure 1. Conceptual Framework

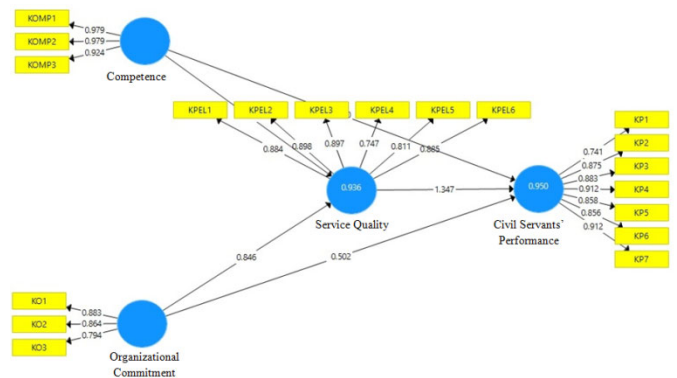
METHODS

To test the model, researchers chose civil servants from the Indragiri Hulu regency health service, Riau Province, Indonesia as sample. This present study recognizes the role of civil servant performance in improving performance according to the dynamic capabilities view. The reason the researchers tested this model on health service civil servants is because the quality of service provided by health service employees is the key to performance in serving the community. The population were 470 health service civil servants. Data collection was carried out through a survey questionnaire instrument, with a sample of 217 respondents. Researchers analyzed the data using Structural Equation Modeling (SEM) using SMARTPLS 3.0 to test the proposed hypotheses. In this study, the indicators used to measure the performance of civil servants were taken from Government Regulation number 30 of 2019 consisting of integrity, discipline, teamwork, work quality, communication, initiative, punctuality. Measuring competency indicators was developed from the Ministerial Regulation on Empowerment of State Apparatus and Bureaucratic Reform Number 38 of 2017, namely: technical competence, managerial competence and cultural competence. The measurement of organizational commitment indicators was developed from Meyer and Allen, (1991) consisting of: affective commitment, sustainable commitment and normative commitment. Measuring service quality indicators were taken from Parasuraman et al., (2011: 125), namely: reliability, tangible, responsiveness, belief, empathy and agility. Agility is an additional indicator developed by researchers due to the phenomenon that there are still many service employees have less response to changes and are not punctual in serving.

RESULTS AND DISCUSSION

Respondents in this study were 217 civil servants with 65.90% of them were women and had a diploma education

background. The majority of respondents had worked for more than 10-20 years, with the majority age were 30-40 years old. Respondents' responses to the civil servant performance variable were in the medium category. The highest indicator of achievement was work quality and the lowest indicator of achievement was integrity. Respondents' responses to the competency variable were also in the medium category. The highest achievement indicator was socio-cultural competence, while the lowest achievement indicator was managerial competence. Further, their responses to the organizational commitment variable were also in the medium category, with the highest achievement indicator was sustainable commitment, while the lowest achievement indicator was affective commitment. Last, respondents' responses to the service quality variable were in the medium category, the highest indicator of achievement was belief, the indicator of the lowest level of achievement was responsiveness. The following is the research path model:



Source: SmartPLS 3.0

Figure 2. Research Path Model

Measurement Model Analysis (Outer Model)

Convergent Validity Test

The results of the convergent validity test of the data in this study can be seen in table 1:

Table 1. Loading Factor

Variables	Indicators	Factor Loading
Employee Performance (KP)	KP1-Integrity	0.741
	KP2-Discipline	0.875
	KP3-Teamwork	0.883
	KP4-Work quality	0.912
	KP5-Communication	0.858
	KP6-Initiative	0.856
	KP7- Punctuality	0.912
Competence (Komp)	Komp1- Technical Competence	0.979
	Komp2- Managerial Competence	0.979
	Komp3- Socio-Cultural Competence	0.924
Organizational Commitment(KO)	KO1- Affective Commitment	0.883
	KO2-Sustainable Commitment	0.864
	KO3- Normative Commitment	0.794
Service Quality(Kpel)	Kpel1- Reliability	0.884
	Kpel2-Tangible	0.898
	Kpel3- Responsiveness	0.897
	Kpel4- Belief	0.747
	Kpel5- Empathy	0.811
	Kpel6- Agility	0.885

Source: SmartPLS 3.0

Based on the results of the convergent validity test in table 1, if the factor loading value is <0.5 then it must be removed from the model and the factor loading value must be re-estimated. By removing several factor loadings <0.5, all indicators are used to continue the analysis to the next stage. It is said to meet convergent validity if all factor loadings are >0.5. Because all factor loadings in this study are >0.5, it means that all indicators are valid to form variable constructs.

Discriminant Validity Test

The results of the discriminant validity test from the research data can be seen in table 2

Table 2. Cross Loading Value

Indicators	KP	KO	KOMP	KPEL
KP1-Integrity	0.710	0.883	0.735	0.811
KP2-Discipline	0.820	0.864	0.698	0.884
KP3-Teamwork	0.745	0.794	0.703	0.751
KP4-Work quality	0.801	0.793	0.979	0.794
KP5-Communication	0.801	0.792	0.979	0.793
KP6-Initiative	0.828	0.829	0.924	0.860
KP7- Punctuality	0.741	0.789	0.695	0.745
Komp1- Technical Competence	0.875	0.800	0.719	0.888
Komp2- Managerial Competence	0.883	0.802	0.691	0.902
Komp3- Socio-Cultural Competence	0.912	0.818	0.825	0.897
KO1- Affective Commitment	0.858	0.695	0.669	0.734
KO2- Sustainable Commitment	0.856	0.692	0.664	0.731
KO3- Normative Commitment	0.912	0.819	0.828	0.897
Kpel1- Reliability	0.872	0.797	0.715	0.884
Kpel2- Tangible	0.878	0.799	0.692	0.898
Kpel3- Responsiveness	0.912	0.818	0.825	0.897
Kpel4- Belief	0.743	0.791	0.698	0.747
Kpel5- Empathy	0.709	0.881	0.735	0.811
Kpel6- Agility	0.823	0.866	0.697	0.885

Source: SmartPLS 3.0

As shown in Table 2, the model has good discriminant validity if each indicator loading value of a latent variable is greater than other correlated variables. The cross-loading value in this study for each indicator is greater than for other latent variables. This shows each variable has good discriminant validity.

Construct Reliability Test

Average Variance Extracted (AVE) has a value of >0.5 and Composite Reliability (CR) has a value of >0.7, meaning that the construct that was built is good or reliable (Hair *et al.*, 2019). The following is the Construct Reliability table:

Table 3. Construct Reliability

Variables	Average Variance Extracted (AVE)	Composite Reliability
Employee Performance (KP)	0.747	0.954
Competence (Komp)	0.923	0.973
Organizational Commitment (KO)	0.719	0.885
Service Quality (Kpel)	0.732	0.942

Source: SmartPLS 3.0

Structural Model Analysis (Inner Model)

Coefficient of Determination (R2)

The following table (Table 4) shows the R-Square values in this study:

Table 4. R-Square

Variables	R Square
Employee Performance (KP)	0.950
Competence (Komp)	-
Organizational Commitment (KO)	-
Service Quality (Kpel)	0.936

Source: SmartPLS 3.0

R2 results of 0.67; 0.33; and 0.19 indicates that the model is "good", "moderate", and "weak" (Hair *et al.*, 2019). Based on table 4, the Adjusted R-Square value for the employee performance variable is 0.950, meaning that the percentage influence of the competency, organizational commitment and service quality variables is 95.00% and the model is categorized as good.

Predictive Relevance (Q2)

The Q2 value has the same meaning as the coefficient of determination (R-Square). A Q Square (Q2) value of 0 indicates the model has Predictive relevance; conversely, if the Q2 value is less than 0, it indicates that the model has less predictive relevance; or in other words, where all Q2 values are higher, the model can be considered to fit the data better (Hair *et al.*, 2019). The Q2 value in the study can be seen as follows:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_n^2)$$

$$Q^2 = 1 - (1 - 0.950)$$

$$Q^2 = 1 - 0.050$$

$$Q^2 = 0.950$$

The calculation results show a Q2 value of 0.950, meaning that the variables examined can be explained by this model and the remaining 0.050 is influenced by variables not studied.

Hypothesis Analytics

The results of the hypotheses test is shown in the following table (Table 5):

Hypothesis 1

The first hypothesis which states that competence has a positive and significant effect on the performance of civil servants is accepted because the p-values are <0.05 and the t-statistic value is > 1.96, meaning that competence has an effect in improving the performance of civil servants.

Table 5. Hypothesis Test Results

	Original Sample (O)	T Statistics (O/STDEV)	P Value	information
Competence->Employee Performance	0.610	25.510	0.000	Accepted
Organizational Commitment-> Employee Performance	0.502	20.164	0.000	Accepted
Competence ->Service Quality	0.641	27.769	0.000	Accepted
Organizational Commitment -> Service Quality	0.846	29.602	0.000	Accepted
Service Quality -> Employee Performance	1.347	60.165	0.000	Accepted
Competence -> Service Quality -> Employee Performance	0.590	18.957	0.000	Accepted
Organizational Commitment -> Service Quality -> Employee Performance	0.639	20.563	0.000	Accepted

Source: SmartPLS 3.0

This result strengthens the dynamic capability view in which civil servants provide services with high competence and commitment can improve the performance of civil servants. The results of this study are in line with previous studies (Aprilia *et al.*, 2020; Chen and Kuo, 2022; Dewi *et al.*, 2020; Hu *et al.*, 2021; Ibdunni, *et al.*, 2021; Muhara *et al.*, 2020; Pulka *et al.*, 2021; Rehman *et al.*, 2021; Tiruneh and Fayek, 2021) explaining that competence has a positive and significant effect on the performance of civil servants.

Hypothesis 2

The second hypothesis stating that organizational commitment has a positive and significant effect on the performance of civil servants is accepted because the p-values are <0.05 and the t-statistic value is > 1.96 , meaning that organizational commitment has an effect on improving the performance of civil servants. These results strengthen the dynamic capabilities view where civil servants providing services with high competence and commitment can improve the performance of civil servants. The results of this study confirm the findings of (Abdullah *et al.*, 2021; Alqudah *et al.*, 2022; Bhatti *et al.*, 2022; Goetz and Wald, 2022; Fitrio *et al.*, 2020; Leung and Lin, 2022; Lin *et al.*, 2022; Sharma *et al.*, 2021; Singh, 2022; Tang and Vandenberghe, 2022; Vuong, *et al.*, 2022; Yu *et al.*, 2022) studies, which believes that organizational commitment influences the performance of civil servants.

Hypothesis 3

The third hypothesis stating that competence has an influence on service quality is accepted because the p-value is <0.05 and the t-statistic value is > 1.96 , meaning that commitment has an influence on the service quality of civil servants. These results strengthen the dynamic capabilities view where civil servants providing services with high competence can improve the performance of civil servants. The results of this study are consistent with (Abdullah *et al.*, 2021; Chikazhe *et al.*, 2020; Yingfei *et al.*, 2022) studies, which states that competence influences service quality.

Hypothesis 4

The fourth hypothesis which states that organizational commitment has an influence on service quality is accepted because the p-value is <0.05 and the t-statistic value is > 1.96 , meaning that commitment has an influence on the service quality of civil servants. These results strengthen the dynamic capabilities view where civil servants providing services with high commitment can improve the performance of civil servants. The findings support the (Lee *et al.*, 2020; Rojikinnor, 2020; Nor *et al.*, 2022) studies stating that organizational commitment influences service quality.

Hypothesis 5

The fifth hypothesis which states that service quality influences the performance of civil servants is accepted because the p-values are <0.05 and the t-statistic value is > 1.96 , meaning that service quality has an influence on the performance of civil servants. These results strengthen the dynamic capabilities view where civil servants providing good service can improve the performance of civil servants. The results of this study are in line with studies of (Chaniago *et al.*,

2021; Chaudhary *et al.*, 2020; Sumardi and Fernades, 2022; Yingfei *et al.*, 2022; Amos *et al.*, 2022) which states that service quality influences the performance of civil servants.

Hypothesis 6

The sixth hypothesis which states that service quality moderates the influence of competence on the performance of civil servants is accepted because the p-values are <0.05 and the t-statistic value is > 1.96 , meaning that service quality moderates the influence of competence on the performance of civil servants. These results strengthen the dynamic capabilities view where civil servants with appropriate competencies and reinforced by good service can improve the performance of civil servants. Because competence directly influences the performance of civil servants and service quality moderates it, service quality is quasi-moderated.

Hypothesis 7

The last hypothesis which states that service quality moderates the influence of organizational commitment on the performance of civil servants is accepted because the p-value <0.05 and the t-statistic value > 1.96 means that service quality moderates the influence of organizational commitment on the performance of civil servants. These results strengthen the dynamic capabilities view where civil servants with high organizational commitment and reinforced by good service can improve the performance of civil servants. Because organizational commitment directly influences the performance of civil servants and service quality moderates it, service quality is considered as quasi moderated.

Conclusion

This research aims to develop dynamic capabilities view through a conceptual model of employee performance variables, competence, organizational commitment, and service quality. The research results show that all of the seven hypotheses proposed are accepted. The most effective path in improving the performance of civil servants is the service quality path on the performance of civil servants, because it provides the greatest total effect or total influence compared to other relationship paths in the study. It can be concluded that this model can strengthen the dynamic capabilities view. Managerially, one of the strategies in improving the performance of civil servants is to strengthen the role of service quality. For this reason, the health service of Indragiri Hulu Regency, Riau Province, Indonesia needs to improve the quality of service by developing good service programs, increasing the agility and service responsiveness by means of employees responding quickly to public complaints and provide detailed explanations while serving. Apart from that, agility in providing services needs to be improved by serving on time and responding to any changes that occur to patients or customers.

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