

ORIGINAL

Data-Driven Evaluation of Employee Performance as a Mediator between Technology, Work Culture, and Service Quality

Adopción de Tecnología, Cultura Laboral y Liderazgo Servicial como Determinantes de la Calidad del Servicio: El Papel Mediador del Desempeño de los Empleados

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ABSTRACT

Introduction: technology adoption, work culture, and servant leadership are critical organizational factors influencing service quality in public sector institutions. Understanding their impact requires a data-driven approach to evaluate how these variables interact through employee performance. This study aims to provide a quantitative assessment of the relationships between organizational factors, employee performance, and service quality within Indonesia's national social security agency, highlighting the mediating role of employee performance.

Method: data were collected through a structured questionnaire administered to employees in April 2025. Using Structural Equation Modeling (SEM), the study analyzed the direct and indirect effects of technology adoption, work culture, and servant leadership on service quality via employee performance. Metadata-driven techniques were applied to organize survey responses and extract insights regarding the relative influence of each factor.

Results: the analysis reveals that technology adoption and work culture significantly enhance employee performance, which in turn positively mediates their effect on service quality. Servant leadership, however, does not demonstrate a direct influence on service quality, suggesting its role may operate through indirect or contextual mechanisms. Quantitative metrics indicate that employee performance serves as a key pathway linking organizational resources to service outcomes.

Conclusions: This data-driven assessment highlights the critical role of employee performance in translating organizational initiatives into improved service quality. The findings underscore the importance of fostering digital transformation and a strong work culture while integrating leadership strategies that indirectly support performance. By framing the study within a quantitative and metadata-informed perspective, the results provide actionable insights for policymakers and managers seeking to optimize service delivery in public sector organizations.

Keywords: Employee Performance; Technology Adoption; Work Culture; Servant Leadership; Service Quality; Data Analysis.

RESUMEN

Introducción: la adopción de tecnología, la cultura laboral y el liderazgo servicial son factores organizacionales

críticos que influyen en la calidad del servicio en instituciones del sector público. Comprender su impacto requiere un enfoque basado en datos para evaluar cómo estas variables interactúan a través del desempeño de los empleados. Este estudio tiene como objetivo proporcionar una evaluación cuantitativa de las relaciones entre factores organizacionales, desempeño de los empleados y calidad del servicio dentro de la agencia nacional de seguridad social de Indonesia, destacando el papel mediador del desempeño de los empleados.

Método: se recopilaron datos mediante un cuestionario estructurado administrado a los empleados en abril de 2025. Usando el modelado de ecuaciones estructurales (SEM), el estudio analizó los efectos directos e indirectos de la adopción de tecnología, la cultura laboral y el liderazgo servicial sobre la calidad del servicio a través del desempeño de los empleados. Se aplicaron técnicas basadas en metadatos para organizar las respuestas de la encuesta y extraer información sobre la influencia relativa de cada factor.

Resultados: el análisis revela que la adopción de tecnología y la cultura laboral mejoran significativamente el desempeño de los empleados, el cual a su vez mediatiza positivamente su efecto sobre la calidad del servicio. El liderazgo servicial, sin embargo, no demuestra una influencia directa sobre la calidad del servicio, lo que sugiere que su rol puede operar mediante mecanismos indirectos o contextuales. Las métricas cuantitativas indican que el desempeño de los empleados actúa como un camino clave que vincula los recursos organizacionales con los resultados del servicio.

Conclusiones: esta evaluación basada en datos destaca el papel crítico del desempeño de los empleados en la traducción de iniciativas organizacionales en una mejora de la calidad del servicio. Los hallazgos subrayan la importancia de fomentar la transformación digital y una cultura laboral sólida, mientras se integran estrategias de liderazgo que apoyen indirectamente el desempeño. Enmarcando el estudio dentro de una perspectiva cuantitativa e informada por metadatos, los resultados proporcionan información procesable para responsables de políticas y gestores que buscan optimizar la prestación de servicios en organizaciones del sector público.

Palabras clave: Desempeño de Empleados; Adopción Tecnológica; Cultura Laboral; Liderazgo Servicial; Calidad del Servicio; Análisis de Datos.

INTRODUCTION

Service quality has emerged as a strategic issue that determines not only participant satisfaction but also the legitimacy and effectiveness of public sector organizations.^(1,2) In Indonesia, BPJS Ketenagakerjaan, established under Law No. 24 of 2011 and mandated by Law No. 40 of 2004 on the National Social Security System (SJSN), bears the critical responsibility of providing comprehensive protection through five principal programs: Work Accident Insurance, Death Insurance, Old-Age Savings, Pension Insurance, and Unemployment Insurance. This mandate requires continuous improvements in service delivery to ensure adequate social protection.⁽³⁾

Recent evidence highlights both achievements and persistent challenges. The 2024 Customer Satisfaction Index (CSI) survey reported a high satisfaction level of 89,52 %.⁽⁴⁾ Nonetheless, substantial regional disparities remain, including administrative delays, long queues, and disruptions in the Jamsostek Mobile (JMO) application. These discrepancies reflect the expectation-perception gaps emphasized in the SERVQUAL model.⁽⁵⁾ Human resource constraints further complicate service provision. With only 5 530 employees serving 41,56 million active participants in 2023⁽⁶⁾ service bottlenecks are inevitable, particularly in remote regions. A turnover rate of 12,9 % in 2022 not only raised recruitment costs but also weakened operational continuity.^(7,8) Moreover, organizational culture entropy reached 10,60 % in 2022, a threshold indicative of unhealthy conditions⁽⁹⁾ which erode motivation, intensify conflict, and impair service delivery.⁽¹⁰⁾

Digital transformation is expected to accelerate service processes and enhance accessibility; however, its implementation continues to face challenges, including technical disruptions, low digital literacy among participants, and employee resistance to new systems.⁽¹¹⁾ Prior studies suggest that technology adoption can reduce administrative burdens and expedite claims processing^(12,13) yet its full potential is difficult to achieve without competent human resources and a supportive organizational culture. In this context, a healthy work culture plays a fundamental role in fostering innovation, creativity, and service commitment⁽¹⁴⁾ whereas a dysfunctional culture increases turnover, lowers engagement, and diminishes productivity.⁽¹⁵⁾ Similarly, servant leadership, characterized by empathy, stewardship, and employee empowerment, has been shown to enhance service quality.^(16,17)

Nevertheless, the direct influence of technology adoption, work culture, and servant leadership on service quality is unlikely to be fully realized without the mediating role of employee performance. Employee performance, encompassing task performance, contextual performance, and counterproductive behavior^(18,19) reflects the organization's capacity to deliver services that are accurate, timely, and participant-oriented.

High employee performance strengthens service effectiveness, whereas low performance leads to delays and increased participant complaints.^(10,20) Previous studies have predominantly focused on public service quality from a general perspective, without integrating organizational determinants such as work culture, technology adoption, and servant leadership.⁽²¹⁾ Furthermore, employee performance has rarely been positioned as a mediating variable linking these organizational determinants to service quality outcomes.^(22,23)

Based on these considerations, this study aims to develop and empirically test a model integrating technology adoption, work culture, and servant leadership on service quality, with employee performance as a mediating variable.⁽²⁵⁾ By employing Structural Equation Modeling (SEM) on survey data, the study situates its analysis within a data- and metadata-driven framework. Theoretically, the study contributes by constructing an integrative model that links organizational determinants to service quality through employee performance. Practically, the findings provide actionable recommendations for BPJS Ketenagakerjaan to enhance digital transformation, strengthen organizational culture, and foster servant-oriented leadership, thereby promoting professional, responsive, and trustworthy social protection delivery.^(9,11)

Employee performance is positioned as the mediating mechanism that links organizational determinants with service quality outcomes. This mediating role highlights both the direct and indirect effects of organizational resources on service delivery.^(7,26) Performance is defined as measurable work outputs, encompassing both quantitative and qualitative dimensions, and is influenced by individual competencies, motivation, leadership, and the organizational environment.^(8,27)

From a theoretical perspective, Goal-Setting Theory posits that specific and challenging goals improve employee focus and motivation^(9,28) while Herzberg's two-factor theory emphasizes the interplay of motivational factors (achievement, recognition, self-development) and hygiene factors (work conditions, interpersonal relations, organizational policies) in shaping performance.^(10,30) Performance is typically conceptualized along three dimensions: task performance, contextual performance, and counterproductive work behavior.^(11,12,13) This multidimensional framework enables a comprehensive understanding of employee contributions and provides the analytical foundation for testing employee performance as a mediator within this study.

Technology adoption refers to the acceptance, utilization, and integration of technological innovations within organizational systems to enhance efficiency, productivity, and service quality. This process is shaped by individual factors (education, skills, innovation attitudes), organizational factors (managerial support, resources, training), and external drivers (regulation, competition, market needs).^(14,15) In public service contexts, technology adoption accelerates processes, broadens accessibility, and improves personalization, although challenges such as resistance to change, financial constraints, and operational risks persist.^(16,18)

The Technology Acceptance Model (TAM) conceptualizes adoption through perceived ease of use and perceived usefulness.^(19,20) While the Unified Theory of Acceptance and Use of Technology (UTAUT) expands this to include performance expectancy, social influence, facilitating conditions, hedonic motivation, and habit.^(21,22) These perspectives highlight that technology adoption is multidimensional, requiring a holistic approach that considers technical, social, and organizational readiness to fully realize its benefits.

Work culture represents the shared values, beliefs, and norms that influence behavior and performance within organizations.⁽²³⁾ It functions as both an identity and a guiding framework that shapes motivation, service quality, and organizational outcomes.⁽²⁴⁾ A strong work culture enhances competitiveness by fostering professionalism, ethical conduct, and commitment to organizational goals.⁽²⁵⁾

Core dimensions of work culture include discipline, teamwork, professionalism, innovation, and result orientation, which are reflected in compliance with rules, collaboration, and consistency in service delivery.⁽²⁶⁾ In this study, work culture is positioned as a substantive determinant that reinforces employee performance and strengthens organizational service effectiveness.⁽²⁷⁾

Servant leadership is a leadership model that prioritizes the growth, well-being, and empowerment of employees. Its defining attributes include empathy, active listening, stewardship, and community orientation.⁽²⁷⁾ Leaders adopting this model act as facilitators, providing both moral and professional support to enable employees to reach their full potential.⁽²⁸⁾

The dimensions of servant leadership encompass altruistic calling, empowerment and development, and stewardship.⁽²⁹⁾ Empirical studies suggest that servant leadership enhances loyalty, motivation, and performance, while simultaneously supporting organizational sustainability.^(30,31) In this study, servant leadership is tested as a contextual determinant that strengthens employee engagement and indirectly contributes to improved service quality through the mediating role of employee performance.

METHOD

Unit of Analysis, Population, and Sampling

This study employs a quantitative explanatory research design aimed at analyzing the relationship between digital transformation, employee competence, and sustainable service quality. The research was conducted at BPJS Ketenagakerjaan (Social Security Agency for Employment), which operates across 11 regional offices in

Indonesia. Data collection took place between June and September 2024 through an online survey distributed to eligible employees.

The unit of analysis in this study comprises employees of BPJS Ketenagakerjaan across Indonesia, defined as the aggregate of analysis units that are conceptually and operationally delineated.⁽³¹⁾ The research population consists of 5,319 organic employees, encompassing all educational strata from Diploma (D3) to Doctoral (S3) levels. To ensure analytical representativeness, employees with a minimum Diploma (D3) qualification were designated as the unit of analysis, since they serve as frontline staff responsible for direct service delivery.

A non-probability purposive sampling strategy was employed to select respondents who met the study's conceptual criteria. This was followed by proportional simple random sampling across all regional offices of BPJS Ketenagakerjaan, thereby enhancing representativeness and reducing sampling bias. Based on these criteria, the minimum required sample size was 372 employees, allocated proportionally across educational strata as presented in table 1.

Levels of Education	Number of Employees	Sample
D3	226	16
D4	26	2
S1	4 185	292
S2	878	61
S3	4	1
Total	5 319	372

This design ensures proportional representation across educational levels and operational regions, thereby providing a balanced dataset for subsequent analysis.

Data Collection and Measurement Instruments

Structured questionnaires were distributed to respondents, with items systematically developed based on the operational indicators of each variable derived from the study's theoretical framework. The questionnaire was designed to measure five core variables:

1. Technology Adoption, which includes dimensions of system integration, digital literacy, and utilization frequency.
2. Work Culture, measured through indicators of adaptability, collaboration, and innovation behavior.
3. Servant Leadership, which covers empathy, stewardship, and empowerment dimensions.
4. Employee Performance, measured by task completion, quality of output, and professional accountability.
5. Service Quality, comprising tangibility, reliability, responsiveness, assurance, and empathy dimensions.

Each item was measured using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), allowing for quantifiable assessment of employees' perceptions across the study constructs. The use of a five-point scale ensures sensitivity to variance in respondents' attitudes while maintaining reliability in interpretation.

Prior to full deployment, the instrument underwent a two-stage validation process:

1. Content validity was established through expert judgment involving three academic experts in human resource management and organizational behavior, as well as two practitioners from BPJS Ketenagakerjaan. The items were evaluated for relevance, clarity, and alignment with operational definitions.
2. Construct validity and reliability testing were subsequently conducted using a pilot test with 50 respondents from one regional office not included in the main sample. The results met acceptable psychometric standards, with factor loadings above 0,60 and Cronbach's alpha coefficients exceeding 0,70 for all constructs, indicating internal consistency and measurement reliability.

The primary data collection was conducted between June and September 2024 through an online survey platform (Google Forms) to ensure wide geographic reach across all BPJS Ketenagakerjaan regional offices. Responses were monitored for completeness and consistency before being processed for analysis.

To enhance triangulation and strengthen the validity of the findings, supporting information was also obtained from institutional documents such as the BPJS Ketenagakerjaan annual reports, publications from

the Ministry of Manpower, and relevant peer-reviewed studies. These secondary sources provided historical, contextual, and normative perspectives that complemented the quantitative findings.⁽³²⁾

Data Processing and Analysis

The collected data underwent cleaning and preprocessing to handle missing values, outliers, and inconsistencies, ensuring analytical accuracy.⁽³³⁾ Structural Equation Modeling (SEM) with Partial Least Squares (PLS) was employed to test the hypothesized relationships among variables. PLS-SEM was selected due to its robustness in handling complex models with multiple constructs, its suitability for predictive analysis, and its ability to work effectively with moderate sample sizes.⁽³⁴⁾

Bootstrapping with 5 000 resamples was conducted to generate robust standard errors and t-statistics, while path coefficients and R² values were analyzed to assess the strength and explanatory power of the model.

⁽³⁵⁾ Model validity was evaluated through convergent and discriminant validity tests, using Average Variance Extracted (AVE), Composite Reliability (CR), and Fornell-Larcker criteria.⁽³⁵⁾

RESULT

Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AT	0,959	0,962	0,963	0,611
AT1	0,893	0,897	0,916	0,612
AT2	0,895	0,906	0,917	0,613
AT3	0,929	0,939	0,943	0,705
BK1	0,928	0,930	0,941	0,668
BK2	0,914	0,922	0,930	0,628
BK3	0,917	0,922	0,937	0,713
BK	0,962	0,963	0,966	0,598
KK	0,952	0,954	0,958	0,659
KK1	0,933	0,933	0,947	0,748
KK2	0,869	0,869	0,939	0,884
KK3	0,844	0,846	0,896	0,683
KM1	0,932	0,935	0,947	0,748
KM2	0,894	0,899	0,922	0,702
KM3	0,910	0,919	0,926	0,611
KM	0,960	0,961	0,964	0,660
KP	0,966	0,968	0,968	0,534
KP1	0,894	0,901	0,922	0,703
KP2	0,901	0,902	0,927	0,718
KP3	0,922	0,923	0,939	0,721
KP4	0,922	0,923	0,939	0,719
KP5	0,897	0,897	0,924	0,708

Figure 1. Reliability test output

Construct reliability analysis shows that all latent variables in the model met the criteria for internal consistency and convergent validity, in accordance with established recommendations.⁽³⁷⁾ Cronbach's Alpha values for all constructs exceeded the threshold of 0,70, with most surpassing 0,90, confirming very high internal consistency. Specifically, Technology Adoption (AT = 0,959), Work Culture (BK = 0,962), Servant Leadership (KM = 0,960), and Service Quality (KP = 0,966) demonstrated strong reliability. Similarly, Composite Reliability (ρ_c) values were above the minimum cut-off of $\geq 0,70$, with most constructs above 0,90 (e.g., KP = 0,968), thereby affirming measurement stability across indicators.⁽³⁸⁾

Convergent validity was also supported, with Average Variance Extracted (AVE) values for all constructs $\geq 0,50$. Several constructs even showed exceptionally high levels of variance explanation, such as KK2 (AVE = 0,884), KK1 and KM1 (AVE = 0,748), and BK3 (AVE = 0,713). Although the Service Quality construct (KP) was closer to the minimum threshold (AVE = 0,534), it still satisfied the required criterion.⁽³⁹⁾

Taken together, these results establish that the measurement model is both reliable and valid, providing a robust methodological foundation for subsequent discriminant validity testing and structural model evaluation.⁽⁴⁰⁾

Causality Analysis

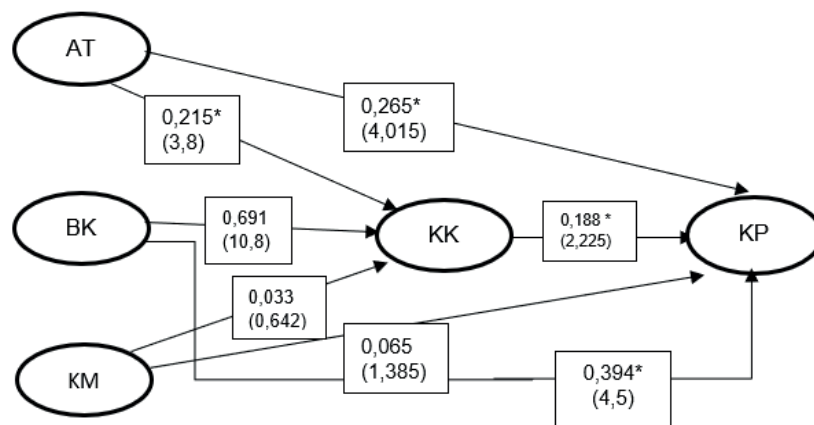


Figure 2. Result of data analysis

Direct effect analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) provided insights into the extent to which the independent variables directly influence the dependent variables. The significance of these relationships was assessed using t-statistics (cut-off > 1,96) and p-values (cut-off < 0,05).

	Path Coefficient	T statistics	P values
AT -> KK	0,215	3,799	0,000
AT -> KP	0,265	4,015	0,000
BK -> KK	0,691	10,754	0,000
BK -> KP	0,394	4,473	0,000
KM -> KK	0,033	0,642	0,521
KM -> KP	0,065	1,385	0,166
KK -> KP	0,188	2,225	0,026

Based on table 3, the path analysis results show that technology adoption (AT) has a significant effect on employee performance (EP) ($B = 0,215$; $p < 0,001$) and service quality (SQ) ($B = 0,265$; $p < 0,001$). Similarly, work culture (WC) has a strong and significant positive effect on employee performance ($B = 0,691$; $p < 0,001$) as well as service quality ($B = 0,394$; $p < 0,001$).

Conversely, servant leadership (SL) does not show a significant effect on employee performance ($B = 0,033$; $p = 0,521$) or service quality ($B = 0,065$; $p = 0,166$). Meanwhile, employee performance (EP) is proven to act as a mediator with a significant effect on service quality ($B = 0,188$; $p = 0,026$).

These findings indicate that improvements in service quality in the context of this study are largely supported by technology adoption and work culture, both directly and through employee performance, while the contribution of servant leadership has not shown significant impact.

DISCUSSION

The Influence of Technology Adoption (AT) on Employee Performance (KK)

The results show that technology adoption has a positive and significant effect on employee performance (path coefficient = 0,215; $t = 3,799$; $p < 0,01$). This finding aligns with previous studies indicating that Industry 4.0 technology adoption enhances work performance, particularly among millennial employees.⁽⁴¹⁾ and that perceived usefulness and ease of technology use positively contribute to performance.⁽⁴²⁾ Moreover, exposure to new technologies has been shown to increase work intensity, training requirements, and overtime among employees.⁽⁴³⁾

In the context of BPJS Ketenagakerjaan, the adoption of digital technologies—such as LAPAK ASIK, the Jamsostek Mobile (JMO) application for checking JHT balances, and integrated internal management systems—has proven effective in enhancing employee productivity and efficiency. The use of modern tools and systems enables employees to process claims more quickly, serve participants more accurately, and complete administrative tasks with fewer errors, thereby contributing directly to improved individual performance.

The Influence of Technology Adoption (AT) on Service Quality (KP)

The study results indicate that technology adoption has a positive and significant effect on service quality (path coefficient = 0,265; $t = 4,015$; $p < 0,01$). This finding confirms that the utilization of technology enhances service quality, consistent with the Technology Acceptance Model, which highlights perceived usefulness and perceived ease of use as the main determinants of technology acceptance.⁽⁴⁴⁾ In the context of BPJS Ketenagakerjaan, the implementation of applications such as JMO, LAPAK ASIK, and online queue management systems has accelerated processes, improved efficiency, and strengthened service transparency, in line with the dimensions of reliability, responsiveness, and tangibles in the SERVQUAL framework.⁽⁴⁵⁾

Empirical evidence supports these results, demonstrating that technology adoption significantly improves service quality across various organizational contexts.⁽⁴⁶⁻⁴⁸⁾ Nevertheless, the effectiveness of technology implementation is also contingent upon employee competence, participants' digital literacy, and infrastructure readiness. Thus, complementary strategies—such as capacity building, digital literacy programs for participants, and infrastructure enhancement—are essential to ensure that technology adoption optimally drives improvements in the quality of social security services.

The Influence of Work Culture (BK) on Employee Performance (KK)

The findings indicate that work culture has a positive and significant effect on employee performance, with a path coefficient of 0,691, a t -statistic of 10,754, and a p -value of 0,000. The relatively high coefficient compared to other variables underscores that work culture is the dominant determinant of performance improvement. This result is consistent with prior studies emphasizing the role of adaptive work culture in driving productivity,⁽⁴⁹⁾ enhancing business process quality,⁽⁵⁰⁾ and strengthening employee motivation and performance.⁽⁵¹⁾ Similarly, strong organizational culture has been shown to foster commitment, engagement, and employee loyalty.⁽⁵²⁾

In the context of BPJS Ketenagakerjaan, work culture is not merely a symbolic representation of corporate values but serves as a strategic instrument for performance enhancement. The value of professionalism ensures adherence to service standards, thereby reducing administrative errors; the value of excellent service promotes responsiveness and empathy toward participants; while the value of integrity reinforces transparency and accountability in public service delivery. The internalization of these values enables performance improvement both quantitatively—such as through accelerated claims processing—and qualitatively—through greater service accuracy and higher participant satisfaction.

The Influence of Work Culture (BK) on Service Quality (KP)

The results indicate that work culture exerts a positive and significant effect on service quality (path coefficient = 0,394; $t = 4,473$; $p = 0,000$). This finding confirms that the internalization of organizational values directly contributes to the enhancement of public service quality. It aligns with the SERVQUAL model, which emphasizes the role of reliability, responsiveness, assurance, and empathy in shaping service excellence.⁽⁵³⁾ The result is also consistent with empirical studies showing that adaptive and collaborative organizational cultures strengthen service capability and stakeholder satisfaction.^(54,55)

In the context of BPJS Ketenagakerjaan, cultural values such as excellent service and care have been shown to reinforce professionalism, integrity, and empathy among employees, thereby generating faster, more accurate, and more human-centered services for Indonesia's social security participants.^(56,57,58,59)

The Influence of Servant Leadership (KM) on Employee Performance (KK)

The findings reveal that servant leadership does not exert a significant effect on employee performance (path coefficient = 0,033; $t = 0,642$; $p = 0,521$), although theoretically this leadership style is widely recognized for its potential to enhance motivation, work behavior, and employee outcomes.⁽⁶⁰⁾ This result highlights a gap between normative expectations and empirical reality, whereby in the context of BPJS Ketenagakerjaan, employees perceive stronger impacts from service digitalization and the reinforcement of work culture compared to servant leadership practices.

The practical implication is that leadership development strategies should place greater emphasis on the internalization of servant leadership principles—such as fostering engagement, loyalty, and intrinsic motivation^(61,62,63)—so that in the long term, this leadership style may deliver more tangible contributions to performance improvement in public sector organizations.

The Influence of Servant Leadership (KM) on Service Quality (KP)

The results indicate that servant leadership does not have a significant effect on service quality, with a path coefficient of 0,065, t -value of 1,385, and $p = 0,166$. Conceptually, servant leadership is expected to enhance service quality through leaders' focus on the needs of subordinates and stakeholders, as outlined by Greenleaf^(64,65,66,67) who emphasized *serving first, then leading*. This orientation should theoretically foster a

more empathetic organization with higher user satisfaction.^(65,66)

However, the empirical findings reveal a gap between the principles of servant leadership and actual service delivery. At BPJS Ketenagakerjaan, employees appear to experience more immediate benefits from technology adoption and a collaborative work culture than from direct leadership interventions. These results align with prior evidence suggesting that the effectiveness of servant leadership is often contingent upon organizational context, maturity of cultural values, and leader-member exchange dynamics.^(68,69,70)

Therefore, servant leadership has not yet become a primary determinant of service quality within the institution. Future leadership development strategies should aim to more effectively integrate servant leadership values into formal managerial practices—through structured mentoring, participatory decision-making, and recognition systems—thereby promoting sustainable improvements in service quality over the long term.^(71,72,73)

The Influence of Employee Performance (KK) on Service Quality (KP)

The findings reveal that employee performance has a positive and significant effect on service quality, with a path coefficient of 0,188, $t = 2,225$, and $p = 0,026$. This result demonstrates that higher levels of employee performance translate directly into improved service quality as experienced by participants. In line with previous studies, individual contributions—particularly proactive behavior and task commitment—are consistently shown to strengthen the quality of service interactions and organizational responsiveness.^(74,75,76)

In the context of BPJS Ketenagakerjaan, service delivery relies heavily on frontline employees as the primary interface between the institution and participants. High-performing employees are able to deliver responsive, accurate, and participant-oriented services, thereby reducing administrative errors and minimizing complaint rates. Conversely, lower performance often results in delays, inefficiencies, and diminished participant satisfaction.⁽⁷⁷⁾

These findings reinforce the notion that employee performance constitutes a critical mechanism linking organizational determinants to service outcomes. Accordingly, strategies to enhance service quality must be integrated with initiatives designed to improve employee performance, including competency-based training, empowerment programs, and results-based evaluation systems. Such initiatives not only sustain employee motivation but also strengthen public trust and organizational legitimacy in delivering social protection services.

Limitation

This study has several limitations. It relies on self-reported data, which may introduce bias, and its cross-sectional design restricts causal interpretation. The sample is limited to BPJS Ketenagakerjaan employees, reducing generalizability to other institutions. Moreover, the quantitative and metadata-driven approach cannot fully capture qualitative or contextual factors influencing service quality. Future research should use longitudinal or mixed-method designs to provide deeper insights into how organizational factors shape performance and service outcomes.

CONCLUSION

This study concludes that service quality in public institutions is primarily driven by the synergy between organizational culture, leadership, technology adoption, and employee performance. Employee performance serves as the key mechanism that transforms these internal and external factors into tangible service outcomes. A strong and adaptive work culture ensures value alignment and behavioral consistency, while digital transformation enhances operational efficiency and transparency. Although the influence of servant leadership is indirect, its principles remain vital in fostering commitment and collaboration. To strengthen service quality, BPJS Ketenagakerjaan should focus on enhancing employee competence, institutionalizing cultural values, and deepening digital literacy through structured development programs. Future research is encouraged to expand this framework using longitudinal and metadata-based approaches to better capture the evolving relationship between organizational dynamics and service excellence in the public sector.

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