

# **The Influence of Human Resource Competence and Employee Training on Service Performance: The Intervening Role of Work Enthusiasm Among Sub-District Offices Employee in Serang City**

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## **Abstract**

This research is motivated by the suboptimal quality of public services which requires increasing the competence of civil servants, training effectiveness, and strengthening work enthusiasm in order to realize professional, responsive, and quality services. This study aims to analyze the influence of human resource competency and employee training on service performance through work enthusiasm as an intervening variable on sub-district employees in Serang City. This study employed a quantitative approach with a survey method. Sample on this research were sub-district employees directly involved in public services are 129. Data collection was conducted through questionnaires, while data analysis used Structural Equation Modeling based on Partial Least Squares (SEM-PLS) to test direct and indirect relationships between research variables. The results of the study indicate that human resource competency and employee training have a positive and significant impact on service performance. Human resource competency and employee training have also been shown to increase work morale, which in turn positively contributes to improved service performance. Furthermore, work morale has been shown to act as an intervening variable, strengthening the influence of human resource competency and employee training on service performance. This study concludes that improving the quality of public services requires developing human resource competencies, providing ongoing training, and strengthening employee morale. Therefore, local governments need to integrate these three aspects into human resource management to improve the effectiveness of public services and meet public expectations.

**Kata Kunci:** Human Resource Competence; Employee Training; Work enthusiasm; Service Performance; Sub-district Employees

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## **INTRODUCTION**

Public service is one of the primary functions in realizing good governance. The quality of service provided by government officials is an indicator of successful governance because it is directly related to the level of public satisfaction. Sub-districts, as regional institutions, play a strategic role as the spearhead of government administration services and are therefore required to provide fast, accurate, easy, transparent, and accountable services (Maier et al., 2026).

In response to advances in information technology, the government continues to promote the transformation of public services through the implementation of digital-based service systems (Zhu et al., 2025). However, the success of digital transformation depends not only on the availability of systems but also on the competence of human resources, the effectiveness of employee training, and the work ethic of civil servants in providing services to the public (Zhang et al., 2025).

Based on initial interviews with sub-district employees in Serang City, it was discovered that administrative services have been implemented through two mechanisms: digital and manual (Eliyana & Anwar, 2022). The implementation of these two systems was necessary because some members of the public still lacked understanding of how to use digital services, requiring officers to provide direct assistance. This demonstrates that employee competence in information technology and the ability to communicate with the public are crucial factors in supporting service quality (Díaz-leyva & Casc, 2026).

Another phenomenon identified through interviews was that not all employees were present at the service counter, as some had to attend meetings, attend government activities, or carry out other official duties (Marvi et al., 2025). This limited the number of service personnel available at any given time, requiring those in the office to coordinate with each other to ensure optimal service delivery. This situation demonstrates that employee morale and cooperation are crucial factors in maintaining the continuity of public services.

Service performance achievement increased from 78.8% in 2023, to 83.2% in 2024, and 87.6% in 2025. This indicates an increasing trend of 4.4 percentage points from 2023 to 2024 and 4.4 percentage points from 2024 to 2025. Overall, the average increase during the 2023–2025 period reached 8.8 percentage points. Despite the increase, the average achievement in 2025 (87.6%) was still below the average target set, which was 93.0%. Thus, there is still a gap of 5.4 percentage points between actual achievement and the organization's target. Overall, these results indicate that the service performance of sub-district employees in Serang City continues to improve, but has not yet fully met the expected target. Therefore, efforts are needed to improve human resource competency, implement more effective training, and strengthen employee work enthusiasm so that the quality of public services can achieve the set targets.

Theoretically, service performance is influenced by various factors, including human resource (HR) competency and employee training. HR competency reflects the abilities, knowledge, and skills of employees in carrying out their functions, which plays a crucial role in improving service quality (Li et al., 2026). Furthermore, employee training also plays a role in improving work capabilities, both technically and non-technically, enabling employees to adapt to increasingly complex service demands (Nabi, N. et al., 2025). However, several studies have shown that competency and training do not always directly improve performance, but are instead influenced by other factors such as employee morale (Do, 2026). Thus, morale acts as an intervening factor that explains how the competence of human resources and employee trainers can translate into better service performance (Pabel et al., 2022). The higher the employee competence and the more effective the training provided, the higher the employee morale (Jerinic-ivic et al., 2025). This morale will drive service quality. On the other hand, previous research tends to examine the relationship partially, and not many have considered morale as an intervening variable, particularly in the context of public services at the sub-district level. This indicates a research gap that requires further investigation (Niamul, 2026).

Another factor that also plays a role is employee morale, which reflects the level of motivation, involvement, and enthusiasm in work. Research by Asorh, P. et al. (2025) shows that morale has a positive effect on employee performance. A similar finding was also found by Mahesa Putra, G. et al. (2023) in the government sector, where morale has a significant effect on employee performance. However, research by Zhang, S. et al. (2025) shows that performance is more influenced by technostress and innovation factors, so morale is not

always the main factor directly. In addition, Groves, KS et al. (2025) show that morale plays a more mediating role in the relationship between organizational factors and performance. This indicates a research gap, namely that there are not many studies that specifically examine morale as an intervening variable between HR competencies and training on service performance, especially in the public sector.

Previous research has shown that human resource competency and training influence performance, both directly and indirectly (Adobor, 2026). However, most of the previous studies reviewed have focused on the business and technology sectors and have not examined psychological aspects in the public sector context (Chen et al., 2025). Furthermore, the relationships between variables are generally tested directly or through other mediators such as satisfaction and innovation, without including work morale as a relevant psychological variable in public services (Nguyen et al., 2026). Furthermore, studies examining work morale have not integrated it with human resource competency and training in a single model, and have not yet explored service performance (Lin et al., 2024). Therefore, this study was conducted to fill this gap by assessing the influence of human resource competency and employee training on service performance through work morale as an intervening variable in the public sector at the sub-district level (Zeng et al., 2025).

Based on the background and phenomena that have been discussed, the problem formulation in this research includes: (1) How does human resource (HR) competence influence the service performance of sub-district employees in Serang City. (2) How employee training affects the service performance of sub-district employees in Serang City. (3) How HR competency influences the work enthusiasm of sub-district employees in Serang City. (4) How does employee training affect the work enthusiasm of sub-district employees in Serang City. (5) How does work enthusiasm influence the service performance of sub-district employees in Serang City. (6) How HR competency influences service performance through work enthusiasm as an intervention variable for sub-district employees in Serang City. (7) How does employee training influence service performance through work enthusiasm as an intervention variable for sub-district employees in Serang City.

## METHODOLOGY

### Study Design

The type of research used in this study is quantitative research with a descriptive causality method which functions to describe or provide an overview of the object being studied through data or samples that have been collected as they are, without conducting analysis and making general conclusions.

### Population & Sample

The population in this study was all employees working at sub-district offices in Serang City. These employees included 190 full-time and part-time civil servants (ASN) directly involved in public service delivery.

The sampling technique used in this study was probability sampling with the proportional stratified random sampling method, a sampling technique that provides an equal opportunity for each member of the population to become a research respondent. The sample size for this study was 129 respondents.

### Data Collection Technique

The data collection method used in this study was a questionnaire which was then analyzed using a Likert Scale with a range of 1 to 5. Next is observation This study was conducted to directly observe service conditions and employee behavior in carrying out their duties at sub-district and village offices in Serang City. Documentation included archival data, reports, and official documents related to the research.

### Data Analysis Technique

The data analysis techniques in this study are divided into two, namely descriptive data analysis and inferential analysis, namely statistical analysis using SmartPLS.

## RESULTS AND DISCUSSION

The results of the inferential test using SEM PLS were first tested using the outer model analysis using the PLS Algorithm module to test the validity and reliability of each indicator item used to measure each variable. The validity test was conducted using three parameters, namely convergent validity, Average Variance Extracted(AVE) and discriminant validity. Meanwhile, the reliability test is measured using 2 parameters, namely composite reliability(CR) and Cronbach's Alpha The results can be seen in Figure 1 and Table 1.

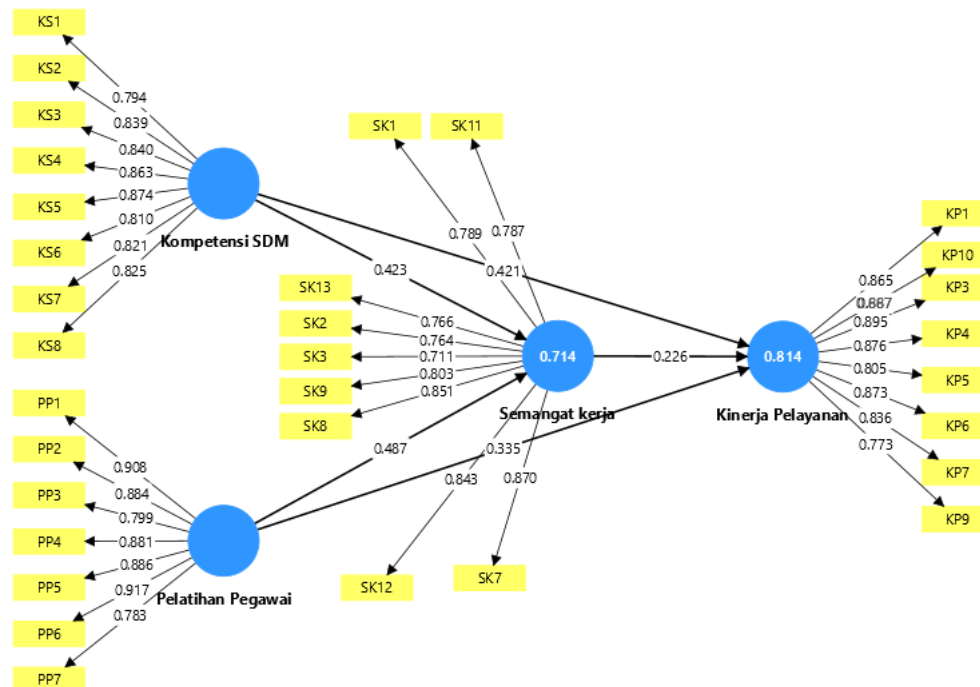


Figure 1 Outer Model Analysis Results (PLS Algorithm)

Table 1 Test Result Average Variance Extracted (AVE), composite reliability (CR) and Cronbach's Alpha

| Variabel                  | Average Variance Extracted (AVE) | Composite reliability (rho_c) | Cronbach's alpha |
|---------------------------|----------------------------------|-------------------------------|------------------|
| Service performance       | 0.684                            | 0.945                         | 0.932            |
| Human resource competence | 0.695                            | 0.948                         | 0.937            |
| Employee training         | 0.751                            | 0.955                         | 0.944            |
| Work Enthusiasm           | 0.640                            | 0.941                         | 0.929            |

Source: SEM PLS data processing results (2026)

Based on Figure 1 and Table 1 test results outer analysis From the three parameters that have been carried out, all of them are valid and reliable, so the SEM PLS test can be The Influence of Human Resource Competence and Employee....

continued to inner analysis because all indicators are capable of measuring their respective Latin variables. Next, a hypothesis test is conducted to determine the significance of the relationship between each variable, both directly and indirectly, and this will be explained in Table 2.

Table 2 Results of Significance Test (Hypothesis Test) of Direct & Indirect Effects

|                                                                                 | Original<br>sample<br>(O) | mean<br>(M) | Standard<br>deviation<br>(STDEV) | T statistic<br>( O/STDEV ) | P<br>values |
|---------------------------------------------------------------------------------|---------------------------|-------------|----------------------------------|----------------------------|-------------|
| H1: human resource<br>competence -> service<br>performance                      | 0.421                     | 0.429       | 0.069                            | 6.096                      | 0.000       |
| H2: employee training -> service<br>performance                                 | 0.335                     | 0.330       | 0.086                            | 3.902                      | 0.000       |
| H3: human resource<br>competency -> work enthusiasm                             | 0.423                     | 0.416       | 0.089                            | 4.770                      | 0.000       |
| H4: employee training -><br>enthusiasm                                          | 0.487                     | 0.485       | 0.090                            | 5.395                      | 0.000       |
| H5: work enthusiasm -> service<br>performance                                   | 0.226                     | 0.219       | 0.074                            | 3.052                      | 0.002       |
| H6: human resource<br>competency -> work<br>enthusiasm-> service<br>performance | 0.096                     | 0.091       | 0.038                            | 2.535                      | 0.011       |
| H7: employee training -> work<br>enthusiasm -> service<br>performance           | 0.110                     | 0.105       | 0.039                            | 2.788                      | 0.005       |

Source: SEM PLS data processing results (2026)

The results of the significance test (hypothesis) analysis presented in Tables 1 and 2 yield a model that empirically demonstrates the seven estimated inter-variable influences. Of the seven inter-variable influences depicted in the full model analysis, the results indicate that all variables have a significant influence, thus the hypothesis developed in this study can be accepted.

### **H1: There is a significant influence of Human resource Competence on Service Performance of sub-district offices employees in Serang City.**

The results of the study indicate that HR competency significantly influences service performance among sub-district employees in Serang City. This finding indicates that the better the employee's competency, the better the service performance provided to the public. Employee competency is reflected not only in their mastery of technical knowledge and skills, but also in their ability to understand service procedures, communicate with the public, resolve administrative issues, and make decisions in accordance with regulations. These capabilities enable employees to provide faster, more accurate, and higher-quality services.

These findings are supported by the results of descriptive analysis, which indicate that HR competency and service performance are both in the high category. This condition indicates that the majority of employees have sufficient skills in carrying out service tasks, thus being able to provide services according to organizational standards. This high level of competency has an impact on more effective work completion, reduced administrative errors, and increased employee ability to provide information and solutions to the public.



Therefore, the positive relationship between HR competency and service performance is logical and in accordance with empirical conditions in Serang City District.

The results of this study align with those of Ali & Minarti (2026), who found that employee competence positively impacts public service performance because employees with good knowledge, skills, and work abilities are able to provide services more effectively and professionally. This finding is also consistent with research by Michael & Zhang (2026) who showed that improving the competence of government officials contributes to improving the quality of public service through faster, more accurate, and standardized completion of work. The similarity between these studies lies in the role of competence as a primary factor determining the effectiveness of public service implementation.

Theoretically, the results of this study reinforce the Human Capital Theory proposed by Becker (1964). This theory explains that the knowledge, skills, experience, and abilities possessed by individuals constitute human capital that will increase organizational productivity and performance. In the context of this study, employee competence is an organizational asset that results in more effective, responsive, and high-quality public services. The greater the organization's investment in employee competency development through education, training, and professional development, the greater the opportunity for improved service performance. Thus, the findings of this study provide empirical evidence that the quality of human resources is a strategic factor in achieving optimal public services in government organizations.

## **H2: There is a significant influence of Employee Training on Service Performance of sub-district offices employees in Serang City**

The results of the study indicate that employee training significantly impacts service performance among sub-district employees in Serang City. This finding indicates that the better the training employees receive, the better their ability to provide services to the public. Training not only improves mastery of the technical aspects of the job but also broadens insight, strengthens problem-solving abilities, enhances communication skills, and helps employees adapt to regulatory changes and developments in public service technology. Therefore, training is an important tool to ensure employees are able to carry out their duties professionally and in accordance with organizational requirements.

These findings align with the descriptive analysis, which indicates that both training implementation and service performance are in the high category. This reflects that most employees have had the opportunity to participate in competency development programs that support their job performance. Training relevant to job requirements improves employee understanding of service procedures, enhances confidence in serving the public, and enhances their ability to complete tasks effectively. The alignment between the descriptive results and the hypothesis testing results indicates that high-quality training is a factor driving improved service performance within the sub-district.

In the context of public services in Serang City, these findings are relevant because the government work environment continues to change. The digitalization of services, regulatory refinements, and increasing public expectations require officials to continually update their competencies. Work experience alone is no longer sufficient to address these dynamics. Employees require continuous learning to operate digital-based service systems, understand the latest procedures, and provide fast, accurate, and accountable service. Therefore, training is a strategic instrument for maintaining the quality of public services.

The results of this study align with those of Dasaklis et al. (2026), who stated that training is an organizational investment capable of improving knowledge, skills, and work behavior, thus impacting individual performance. These findings are also consistent with research by Ali & Minarti (2026), who explained that training tailored to job needs will increase employee effectiveness in completing tasks and providing higher-quality services.

The similarity between these studies lies in the role of training as a learning process that can increase employee capacity to carry out their jobs more effectively.

Theoretically, the results of this study strengthen *Human Capital Theory* proposed by Becker (1964). This theory explains that education, training, knowledge, and skills are forms of investment in human resources that will increase individual and organizational productivity. In this study, training was proven to be an organizational investment that resulted in increased employee capabilities in providing services to the public. The higher the quality of the training program provided, the greater the organization's opportunity to produce professional, responsive, and public satisfaction-oriented public services. This finding also confirms that competency development through training is a crucial strategy for local governments in realizing bureaucratic reform and continuously improving the quality of public services.

### **H3: There is a significant influence Human resource competence on Work enthusiasm among sub-district offices employees in Serang City.**

The research results show that human resource competency significantly influences work morale among sub-district employees in Serang City. This finding indicates that the better an employee's competency, the higher their work morale in carrying out their duties and responsibilities. Competence, which encompasses knowledge, skills, and abilities in completing tasks, makes employees more confident when facing various public service demands. This confidence in their abilities encourages employees to work with greater enthusiasm, initiative, and remain enthusiastic in completing their work.

These findings are supported by descriptive analysis, which indicates that human resource competency and work ethic are both in the high category. This indicates that most employees possess the skills appropriate to their job requirements, making them better prepared to address various service challenges. Mastery of work procedures, regulations, and service mechanisms enables employees to complete their work more calmly and effectively. This ability contributes to increased self-confidence, maintaining work ethic despite the ever-evolving dynamics of public service delivery.

The results of this study align with those of Shankar & Sarkar (2026), who stated that employee competence positively impacts motivation and work enthusiasm because employees with abilities that meet job demands tend to work with greater confidence and initiative. This finding is also supported by research by Somabut et al. (2026), who found that increasing competence not only improves technical skills but also encourages work enthusiasm through a sense of confidence in one's own ability to complete tasks. Similarities with previous research lie in the role of competence as a factor that can build employee readiness to face work challenges while increasing motivation to work optimally.

Theoretically, the results of this study reinforce the Self-Efficacy Theory proposed by Bandura (1997). This theory explains that an individual's belief in their ability to complete a task will influence motivation, persistence, and enthusiasm for work. In this study, employee competence increases their belief in their ability to perform service tasks well, thus encouraging higher work enthusiasm. These findings also support Becker's Human Capital Theory (1964), which explains that knowledge, skills, and abilities are important assets that not only increase productivity but also strengthen an individual's readiness to carry out their work effectively.

The implication of these findings is that competency development should not be viewed solely as an effort to improve employees' technical abilities, but also as a strategy to build sustainable work morale. Therefore, local governments need to continuously strengthen competency development programs through education, training, and ongoing learning to ensure employees have adequate skills and high work morale to provide professional and high-quality public services.

**H4: There is a significant influence of Employee Training on Work enthusiasm among of sub-district offices employees in Serang City.**

The research results show that employee training significantly impacts work morale among sub-district employees in Serang City. This finding indicates that training not only improves employee knowledge and skills but also fosters morale in carrying out service tasks. Employees who receive training feel better prepared to face job demands, understand changes in service procedures, and have greater confidence in their abilities. These conditions foster enthusiasm, self-confidence, and motivation to provide better service to the public.

These findings are supported by descriptive analysis, which indicates that training implementation and employee morale are high. This demonstrates that the training programs received by employees have been beneficial in improving their readiness to carry out their duties. Training tailored to job requirements helps employees understand regulatory developments, master the use of service technology, and enhance their ability to resolve various service issues. These skills enhance employee confidence in their work, thereby maintaining morale despite the increasingly complex dynamics of public service delivery.

The results of this study align with those of Ali & Minarti (2026), who stated that training is a learning process that not only improves competency but also shapes positive attitudes and employee work motivation. This finding is also supported by research by Audrin & Etemad-sajadi (2026), who explained that training designed according to job needs can improve employee readiness to face changes in the work environment, thereby impacting increased enthusiasm and engagement in work. Similarities with previous research lie in the role of training as a means of human resource development that not only strengthens technical skills but also builds employee mental readiness and motivation in carrying out their work.

Theoretically, the results of this study reinforce the Social Exchange Theory proposed by Blau (1964). This theory explains that when organizations provide support to employees through training opportunities, employees will view this as a form of organizational attention and investment in their development. In return, employees will demonstrate a positive attitude toward the organization, one of which is through increased work enthusiasm and commitment to carrying out their duties. Furthermore, these findings are also in line with Bandura's Self-Efficacy Theory (1997), which explains that learning experiences through training can increase an individual's confidence in their ability to complete a task. The higher this confidence, the greater the employee's motivation and enthusiasm to perform optimally.

The implications of these findings suggest that training should be viewed as a human resource development strategy oriented not only toward improving competency but also toward fostering employee morale. Therefore, local governments need to ensure that training programs are designed based on real job needs, relevant to developments in public services, and implemented sustainably. Thus, training will not only produce more competent personnel, but also those who are highly motivated, adaptable to change, and committed to providing quality public services.

**H5: There is a significant influence of Work enthusiasm on Service Performance of sub-district offices employees in Serang City.**

The research results show that work enthusiasm significantly influences service performance among sub-district employees in Serang City. This finding indicates that the higher the employee's work enthusiasm, the better the service performance they provide to the public. Work enthusiasm encourages employees to work enthusiastically, responsibly, disciplined, and take initiative in completing tasks. These attitudes are reflected in faster, more responsive service, and a focus on public satisfaction.



These findings are supported by descriptive analysis, which shows that both work morale and service performance are in the high category. This indicates that employees with high enthusiasm and motivation tend to be able to maintain service quality despite the workload, regulatory changes, and increasing public demands. Work morale drives employees to utilize their abilities optimally, enabling more effective, professional, and consistent service delivery.

In the context of public services in sub-districts, work morale plays a crucial role because employees interact directly with the public on a daily basis. The public assesses service not only by the speed of administrative processing but also by the employee's attitude in providing information, responding to complaints, and helping resolve issues. Employees with high work morale tend to be friendlier, more proactive, and more concerned with community needs. Conversely, low work morale can diminish the quality of service interactions, thus decreasing public satisfaction.

The results of this study align with those of Oyry et al. (2026), who stated that work morale is a crucial factor influencing employee performance quality because it enhances enthusiasm, discipline, and responsibility in carrying out work. This finding is also supported by research by Liu et al. (2026), who explained that employees with high work morale tend to demonstrate better performance than those with low work motivation. Similarities with previous research lie in the role of work morale as a key driver that directs employee abilities into productive work behaviors oriented toward achieving organizational goals.

Theoretically, the results of this study reinforce the Self-Efficacy Theory proposed by Bandura (1997). This theory explains that individuals who have confidence in their abilities will demonstrate greater motivation, perseverance, and effort in completing their work. High work morale reflects an internal drive to deliver the best results, thus impacting the quality of service performance. Furthermore, this finding is also in line with the Expectancy Theory proposed by Vroom (1964), which explains that individuals will exert greater effort if they believe that the effort will result in good performance and provide valuable results. In this study, work morale is a factor that encourages employees to optimize their abilities so they are able to provide more professional, responsive, and high-quality public services.

The implications of these findings indicate that improving service performance is not sufficient through competency development and training alone; it also needs to be balanced with efforts to build employee morale. Therefore, the Serang City Government needs to create a work environment that fosters employee motivation through supportive leadership, a fair reward system, open communication, and opportunities for development. With high morale, employees will be more motivated to provide quality public services and meet public expectations.

#### **H6: There is a significant influence of Human resource Competence on Service Performance through work enthusiasm among sub-district offices employees in Serang City.**

The results of the study indicate that work enthusiasm significantly mediates the influence of human resource competency on service performance among sub-district employees in Serang City. This finding suggests that employee competency does not automatically result in optimal service performance, but rather, it must first foster work enthusiasm. Employees with good knowledge, skills, and abilities will be more confident in carrying out their duties, better prepared to face various service challenges, and more enthusiastic in carrying out their work. This work enthusiasm then becomes a driving force for employees to provide faster, more responsive, and higher-quality services to the public.

These findings are supported by descriptive analysis, which indicates that human resource competency, work morale, and service performance are all in the high category. This demonstrates that strong employee skills are accompanied by high work enthusiasm,

which in turn improves service quality. Therefore, work morale acts as a mechanism linking employee competency to work behavior, which is reflected in service performance. The higher the competency, the greater the likelihood of developing work morale, which ultimately improves the quality of public services.

The results of this study align with those of Ali & Minarti (2026), who found that competence improves employee performance by increasing work motivation. This finding is also supported by research by Rahmawati and Shankar & Sarkar (2026), who explained that competence will have a more optimal impact on performance if employees have high motivation and work enthusiasm. The similarity between these studies lies in the role of motivation or work enthusiasm as a psychological mechanism that bridges the influence of competence on performance improvement.

Theoretically, the results of this study reinforce the Self-Efficacy Theory proposed by Bandura (1997). This theory explains that individuals who possess abilities and confidence in their abilities will demonstrate greater motivation, perseverance, and effort in carrying out their work. In this study, employee competency increased their confidence in their ability to complete service tasks well. This confidence led to higher work morale, which in turn impacted service performance. This finding also supports Becker's Human Capital Theory (1964), which explains that competence is an organizational asset that will provide maximum benefits if it can be actualized through productive work behavior. In the context of this study, this actualization is reflected in employee work morale, which encourages optimal utilization of competence in providing services to the public.

The implications of these findings indicate that improving service quality is not sufficient solely through employee competency development. The Serang City Government also needs to create a work environment that fosters team spirit through supportive leadership, appreciation, opportunities for development, and a conducive work climate. This way, employee competencies will not simply be hidden potential but will be truly realized in work behaviors that result in professional, responsive, and high-quality public services.

#### **H7: There is a significant influence of Employee Training on Service Performance through work enthusiasm among sub-district offices employees in Serang City.**

The results of the study indicate that work enthusiasm significantly mediates the influence of employee training on service performance among sub-district employees in Serang City. This finding indicates that training not only improves employee knowledge and skills but also boosts work enthusiasm, which ultimately drives improved service performance. Employees who receive training tailored to their job needs gain a better understanding of their duties, are more confident in carrying out their services, and are better prepared to face regulatory changes and developments in public service technology. This fosters enthusiasm for work, allowing training outcomes to be optimally implemented in providing services to the public.

These findings are supported by descriptive analysis, which indicates that employee training, work morale, and service performance are all in the high category. This demonstrates that the training program has provided benefits not only in improving employee competency but also in building their motivation and readiness to perform better. The more relevant the training material is to job requirements, the greater the opportunity for employees to apply the knowledge gained, thereby increasing work morale and impacting the quality of service provided to the public.

The results of this study align with those of Tan et al. (2026), who explained that effective training can improve skills while fostering positive attitudes and employee motivation, thus improving performance. These findings are also supported by research by Shankar & Sarkar (2026), which shows that organizationally supported employee development programs can increase employee engagement, motivation, and performance.

Similarities with previous research lie in the role of training as a learning process that can encourage changes in work behavior by increasing employee enthusiasm and motivation.

Theoretically, the results of this study reinforce the Social Exchange Theory proposed by Blau (1964). This theory explains that when an organization provides support through training programs, employees will view it as a form of concern for their development. In return, employees demonstrate positive attitudes through increased work enthusiasm and commitment to providing better service. Furthermore, these findings also reinforce Bandura's (1997) Self-Efficacy Theory, which explains that learning experiences through training increase an individual's confidence in their ability to perform tasks. This confidence fosters work enthusiasm, which then becomes an important mechanism in improving service performance. Thus, work enthusiasm acts as a bridge connecting training outcomes with improved public service quality.

The implications of these findings suggest that the success of a training program is not solely measured by the number of training sessions held or the number of employees participating, but also by the extent to which the training builds work morale and encourages changes in work behavior. Therefore, the Serang City Government needs to design training programs that meet the actual needs of employees, utilize applicable learning methods, and provide opportunities to apply training outcomes in daily work. This way, training will provide optimal benefits in improving the quality of public services by fostering employee morale.

## CONCLUSION

Based on the results of descriptive and inferential analysis using SEM-PLS, it can be concluded that Human resource competence and employee training have a positive and significant influence on service performance and work enthusiasm of district offices employees in Serang City. Improved human resource competency can improve employee performance and boost work morale. Employee training not only improves competency and job performance but also increases enthusiasm for the job. Furthermore, Work enthusiasm has a positive and significant influence on service performance, which shows that the higher the employee's work enthusiasm, the more optimal the service provided to the public. In addition to the direct influence, Work enthusiasm has also been proven to mediate the influence of HR competence and employee training on service performance, so that increasing competence and training can strengthen service performance both directly and through increasing employee work enthusiasm. This study concludes that improving the quality of public services requires developing human resource competencies, providing ongoing training, and strengthening employee morale. Therefore, local governments need to integrate these three aspects into human resource management to improve the effectiveness of public services and meet public expectations.

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