

Effect of Work Ethos, Competence of Employee and Service Quality to the State Apparatus Civil Satisfaction of West Sumatra Officialdom Board

Putri Dila Puspita S¹, Irnawilis², Yosi Sanita³, Ismardi⁴

College of Economics, Finance, Banking, and Development, STIE KBP

ABSTRACT: This study aims to find the influence of work ethic, employee competence and service quality on the satisfaction of the State Civil Apparatus for the Services of the Regional officialdom board of West Sumatra Province. The method used in this research is quantitative research with survey and descriptive approaches. The population in this study is the State Civil Apparatus of West Sumatra Province based on Regional Apparatus Organization (OPD), with amount 20,244 people. The sample used was 100 people using the purposive sampling technique. The data analysis technique was multiple linear regression. The results showed that: (1) work ethic has a positive and significant effect on satisfaction State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province, (2) Employee competence has a positive and significant effect on the satisfaction of the State Civil Service Apparatus for the Service of the Regional Officialdom Board of West Sumatra Province, (3) the quality of service has a positive and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province, (4) Work ethic, competence employees and service quality together have a significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province.

Keywords: Work ethic, employee competence, service quality, satisfaction of the State Civil Apparatus.

1. INTRODUCTION

To make good government (governance good) can be realized through good service from government performance. According to Law no. 25 of 2009, concerning public services is a series of activities to fulfill service needs based on the legislation for all citizens and residents for goods, services, or administrative services. This effort is continuous, all the time and implement by all government officials. In Law number 5 of 2014, realizing the state civil apparatus is part of bureaucratic reform, in which the state civil apparatus is obliged to manage and develop itself, be responsible for its performance and apply performance principles in the implementation of the management of the State Civil Apparatus.

The quality of public services can be improved by improving the performance of government officials, which are expected to provide a level of public satisfaction. Superior performance shows the behavior of government officials who can provide good service. This means that the performance of the State Civil Apparatus can be seen from the satisfactory service to service users or the public, including the Regional Officialdom Board of West Sumatra Province.

Satisfaction is an attempt to make something adequate will arise if expectations and reality equal or exceed the desired expectations (Tjiptono and Chandra, 2016: 204). In the process of providing public services by the Regional Officialdom Board of West Sumatra Province, based on the results of a survey preliminary through

interviews with 30 West Sumatra State Civil Servants, it shows that the assessment of the State Civil Apparatus of public services carried out by the Regional Officialdom Board of West Sumatra Province is broadly stated not satisfied with the assessment 65.4%. In terms of service procedures by 43%, service time by 60%, employee competence by 47%, employee behavior in providing services by 67% and handling complaints, suggestions and input to employees by 53%. Meanwhile, overall public satisfaction with public services in the Regional Officialdom Board of West Sumatra Province was 46% in the satisfied category. This indicates that the services at the Regional Personnel Board of West Sumatra Province still need to be assessed so the satisfaction of the State Civil Apparatus for services will increase.

Many factors affect the satisfaction of the State Civil Apparatus. According to Sabirin, et al. (2020), work ethic has a significant effect on job satisfaction of state civil servants. Employee work ethic was chosen for research because based on the observations, the employee's work ethic was still not good. Indications of a lack of good work ethic are related to employee attitudes in carrying out work, including employee accountability regarding their work which is still lacking, there are still employees who procrastinate staffing services, frequent delays in fulfilling various personnel service rights and the administrative service process is still stagnant so the service procedures that have been set are not going well. This will have an impact on the satisfaction of the State Civil Apparatus as a recipient of services from the West Sumatra Province Officialdom Board. Ardiansyah's research (2017) found that work ethic has a positive and significant effect on job satisfaction. Other research conducted by Monoarfa et al. (2020) states that work ethic affects job satisfaction.

Another factor that affects the satisfaction of the State Civil Apparatus is the competence of employees. The low competence of employees can be seen from the results of a pre-survey conducted by researchers at the Regional Officialdom Board of West Sumatra Province, showing that 6 people (20%) of employees stated that their knowledge and skills did not support their work, 8 people (27%) of employees stated their educational background are not suitable with the current job, 12 people (40%) employees stated that it was difficult to come up with new ideas for the progress of the organization, and lastly, 4 people (13%) employees stated that they had never attended any skills training held by the organization. The low competency of employees is also caused by the competency standards for the position of employees that have not been implemented optimally, this is because the expertise specifications are still based on the educational background of employees so that their suitability for work cannot be fully guaranteed. Badjamal's (2014) research found that competence has a significant effect on satisfaction. Research by Ichsan et al. (2016) found that employee competence has a positive and significant effect on community satisfaction.

In addition to work ethic and employee competence, service quality is thought to affect the satisfaction of the State Civil Apparatus. The quality of service is a comparison between the services that are expected to be received by a person or several people and/or the community in general with the services provided by the Regional Officialdom Board of West Sumatra Province. The survey results of 30 State Civil Servants who received services showed that most of the State Civil Servants felt that the quality of service was still not as expected and needed to be improved, this can be seen that the perception of the State Civil Apparatus on the quality of service. The employees of the Regional Personnel Board of West Sumatra Province as a whole are still quite good with an average score of 75%.

This indicates the need for improvement in service quality. Besides, the results of interviews conducted by researchers with the State Civil Apparatus can be concluded that the quality of services provided is still not optimal, it can be seen from (1) low responsibility, (2) accountability of employee performance in providing services is not implemented based on norms valid, (3) time certainty, cost, correct and precise service accuracy, responsibility for the implementation and settlement in the implementation of public services still need to be improved, and (4) there is still a lack of discipline, courtesy and friendliness in providing services, especially in data provision. data and formations required by the State Civil Apparatus. Research conducted by Pramuloso (2020) found that service quality has a significant effect on community satisfaction. Another research conducted by Hermawati (2018) shows that service quality has a positive and significant effect on customer satisfaction.

Satisfaction of the State Civil Apparatus

Satisfaction refers to the general attitude of the individual towards the work that is being undertaken or carried out. The opinion of Tjiptono and Chandra (2016: 204) that satisfaction is an attempt to fulfill something or make something adequate. The opinion of Abdullah and Francis (2015: 38) that satisfaction is a comparison between individual feelings about product performance and expectations. Meanwhile, Lupiyoadi (2013: 212-228) defines satisfaction as a statement of the feelings of an individual regarding the performance of the product or service it receives as expected. According to Kotler and Keller in Hermawati (2018) satisfaction is a feeling of pleasure or disappointment that arises from the comparison of product performance against their expectations. If the product's performance fails to meet expectations, the customer will not be satisfied. Conversely, if the product performance is as expected, then the customer will be satisfied. Meanwhile, the opinion of Swastha (2012: 121) states that satisfaction is an individual desire that aims to gain satisfaction, where the desire is created or encouraged before fulfilling a motive. The creation of desires in each person is different or in the surrounding environment. Ulumudin (2014) states that satisfaction is people's perception of the reality of the existing reality compared with existing expectations. Or there is a difference between people's expectations of a service by a service provider. Ulumudin (2014) states that community satisfaction with services is characterized by several indicators, namely: 1) transparency, 2) accountability, 3) conditional, 4) participatory, 5) equality of rights, and 6) balance of rights and obligations.

Work

Moehariono's Ethic (2014: 35) defines a work ethic as a work spirit or a sense of work that shows a passion for collaboration, debate and achievement, so that they can reap real results and contribute to the progress of the organization and the nation. Another opinion is expressed by Darodjat (2015: 77), that work ethic is a set of positive behaviors and a foundation that includes the motivation that drives them, main characteristics, basic spirit, basic thoughts, code of ethics, moral code, code of behavior, attitudes, aspirations, beliefs, principles and standards. Sinamo (2011: 26) states that work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by total commitment to an integral work paradigm. Sinamo in Priansa (2016: 286-290), argues that there are 8 elements of a work ethic, namely: 1) work is a gift, 2) work is a mandate, 3) work is a calling, 4) work is actualization, 5) work is worship, 6) work is art, 7) work is honor, and 8) work is service.

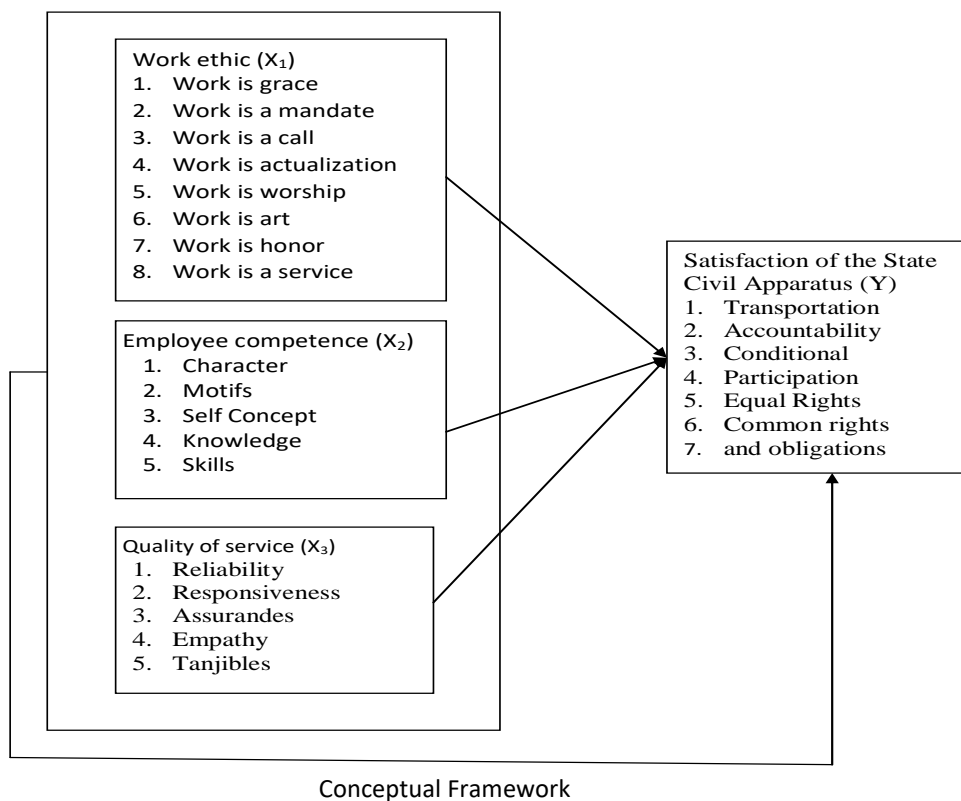
Competency of Employees

Spencer in Moehariono (2014: 5) suggests that competence is a characteristic that underlies a person about the effectiveness of individual performance in their work or basic characteristics of individuals who have a causal relationship or as a cause-and-effect with criteria that are used as a reference, are effective or have excellent or superior performance. at workplace. In the opinion of McClelland in Rivai (2014: 230), competence is a fundamental characteristic that a person has that directly affects or can predict excellent performance, in other words, competence is what outstanding performers do more often in more situations with better results than what the performers do average performers".

Opinion Marwansyah (2016: 36) competence is a combination of knowledge, skills, attitudes and other personal characteristics needed to achieve success in a job, which can be measured using agreed standards, and which can be improved through training and development. Spencer in Moehariono (2014: 5) states that employee competency indicators, namely: 1) character, 2) motive, 3) self-concept, 4) knowledge, and 5) skills.

Quality of Service

The definition of public service is an activity or series in the framework of fulfilling service needs following statutory regulations for every citizen and resident for goods, services and / or administrative services provided by public service providers (Ministerial Regulation PAN and RB Number 36 of 2012). UU no. 25 of 2009 concerning service public is a series of activities in the framework of fulfilling service needs following statutory regulations for every citizen and resident of goods, services or administrative services provided by public service providers.



Kotler and Keller (2016: 190) state that if the service received or felt is as expected by the customer, then the customer will be satisfied. Meanwhile, if the service received or felt is far below the customer's expectation, the customer will be disappointed. According to Lewis and Booms in Tjiptono and Chandra (2016: 125), service quality is a measure of how well the level of service provided can match customer expectations. Zeithaml, et al in Tjiptono and Chandra (2016: 137) states there are five dimensions as follows: 1) the reliability(reliability), 2) responsiveness(responsiveness), 3) a guarantee(assurance),4) empathy(empathy), and 5) tangible(tangibles). The conceptual framework in this research can be seen in Figure 1 below:

2. RESEARCH METHOD

The research conducted by researchers in this study is descriptive and survey with a quantitative approach. The population in this study were all State Civil Servants of West Sumatra Province based on the Regional Apparatus Organization (OPD), amounting to 20,244 people and the sample used was 100 respondents with purposive sampling technique were sampling with certain considerations. The operational definition of the variables studied is:

Work ethic (X₁) is a person's perspective in addressing, doing and acting at work, with the will of the organization, agency or company so that work can be carried out properly. The indicators of work ethic in this study according to Sinamo in Priansa (2016: 286-290) are work is a gift, work is a mandate, work is a calling, work is actualization, work is worship, work is art, work is honor and work is service. Employee competence (X₂) is the knowledge, attitudes and skills possessed by employees to carry out professional tasks with full responsibility. The employee competency indicators that researchers use in this study according to Spencer in Moehersono (2014: 5) used in this study are character, motive, self-concept, knowledge and skills.

Quality of service (X₃) is an effort to fulfill the needs and desires of the State Civil Apparatus and the accuracy of its delivery to match the expectations of the State Civil Apparatus. Indicators of service quality in this research by Zeithaml, et al in Tjiptono and Chandra (2016: 137) in this study is the reliability(reliability), responsiveness(responsiveness), assurance(assurance), empathy(empathy), and intangibles(tangibles).

Satisfaction of the State Civil Apparatus (Y) is the feeling of pleasure or disappointment of the community that arises from comparing the perceived performance of the service against the public's expectations of the service. The indicators of satisfaction of the State Civil Apparatus in this study according to Ulumudin (2014) are transparency, accountability, conditionality, participation, equality of rights and balance of rights and obligations. This study used validity, reliability test, normality test, multicollinearity, heteroscedasticity test, analysis coefficient of determination (R²), partial test t and test simultaneously F.

Research Results

The results of the study using SPSS are as follows:

Table 2. Multiple Linear Regression Analysis

Variable	Regression Coefficients	t	Significance
work ethic	0,146	2,511	0,014
Competence of employees	0.195	2,747	0,007
Quality of service	0.258	3.111	0.002
Constant		17.540	

Source: Results of respondents were processed, 2020

Based on the results of the regression Table 7 above, it can be determined the multiple linear regression equation in this study as follows:

$$Y = 17.540 + 0.146 X_1 + 0.195 X_2 + 0.258 X_3$$

The interpretation of the regression equation obtained is as follows:

1. Constant of 17.540 states that if the variable is ethos work (X_1), employee competence (X_2) and service quality (X_3) are considered constant or neglected, so the satisfaction of the State Civil Apparatus (Y) is 17.540.
2. The regression coefficient for work ethic (X_1) is 0.146, meaning that if other independent variables have a fixed value and work ethic has increased by 1 unit of weight, then the satisfaction of the State Civil Apparatus will increase by 0.146, as well as in the opposite situation. The positive coefficient means that work ethic has a positive effect on the satisfaction of the State Civil Apparatus.
3. The employee competency regression coefficient (X_2) is 0.195, meaning that if other independent variables have a fixed value and employee competency has increased by 1 unit of weight, then the satisfaction of the State Civil Apparatus will increase by 0.195, as well as in the opposite situation. A positive coefficient means that employee competence has a positive effect on the satisfaction of the State Civil Apparatus.
4. The service quality regression coefficient (X_3) is 0.258, meaning that if other independent variables have a fixed value and the quality of service has increased by 1 unit of weight, then the satisfaction of the State Civil Apparatus will increase by 0.258, as well as in the opposite situation. The positive coefficient means that service quality has a positive effect on the satisfaction of the State Civil Apparatus.

The t-test (Partially)

Hypotheses 1, 2 and 3 in this study were tested for truth by using a partial test. Testing is done by looking at the level of significance (p-value), if the level of significance generated from the calculation is below 0.05, the hypothesis is accepted, on the contrary, if the significance level of the calculated results is greater than 0.05, the hypothesis is rejected.

1. Effect of Work Ethics on Satisfaction of State Civil Servants for Regional Officialdom Board Services of West Sumatra Province. From the results of the study, the regression coefficient is 0.146, and the value of count > t table (2.511 > 1.984) with a significance of 0.014 < α 0.05, then H1 is accepted. It can be concluded

that work ethic has a positive and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province. This means that the higher the work ethic, the satisfaction of the State Civil Apparatus will increase. Conversely, the lower the work ethic, the lower the satisfaction of the State Civil Apparatus.

2. Effect of Employee Competence on Satisfaction of State Civil Servants for Regional Officialdom Board Services of West Sumatra Province.

The results showed that the regression coefficient value was 0.195 and the value of $t_{count} > t_{table}$ ($2.747 > 1.984$) with a significance of $0.007 < \alpha 0.05$, then H2 was accepted. It can be concluded that employee competence has a positive and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province. This means that the higher the competence of employees, the satisfaction of the State Civil Apparatus will increase. Conversely, the lower the employee competency, the lower the satisfaction of the State Civil Apparatus.

3. The Effect of Service Quality on the Satisfaction of State Civil Servants for the Services of the Regional Officialdom Board of West Sumatra Province.

The results showed that the regression coefficient value was 0.258 and the value of $t_{count} > t_{table}$ ($3.111 > 1.984$) with a significance of $0.002 < \alpha 0.05$, then H3 was accepted. It can be concluded that service quality has a positive and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province. This means that the higher the quality of service, the satisfaction of the State Civil Apparatus will increase. Conversely, the lower the quality of service, the lower the satisfaction of the State Civil Apparatus.

F Test (Simultaneously)

Table 8. Test Results F

N	Df	Mean Square	Fcount	Sig
100	3	377,506	61,167	0,000

Data source: Results of processed respondents' answers, 2020

In table 8, the value of $F_{count} > F_{table}$ ($61,167 > 2.70$) with a significance of $0.000 < 0.05$ (alpha), then H4 is accepted. This means that the variables of work ethic, employee competence and service quality together have a significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province.

Discussion of the Influence of Work Ethics on Satisfaction of State Civil Apparatus On the Regional Officialdom Board of West Sumatra Province

Based on the results of data analysis, then following the hypothesis that the effect on the work ethic Apparatus satisfaction over the State Civil Service Regional Officialdom Board of West Sumatra Province. This shows that satisfaction can be influenced by work ethic. Descriptive analysis shows that the indicator with the lowest TCR is work is vocation. This means that the seriousness of employees in doing work, as well as doing work following predetermined work procedures is still low. For that, the need for an increase in work indicators is a call so that the satisfaction of the State Civil Apparatus will increase. The results of multiple regression analysis by conducting the t-test obtained the value of the sig variable $X_1 = 0.014 < 0.05$ so that H1 was accepted, which means that partially work ethic has a positive and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province. This means that the higher the work ethic, the satisfaction of the State Civil Apparatus will increase. Conversely, the lower the work ethic, the lower the satisfaction of the State Civil Apparatus. The results of this study are in line with Ardiansyah's research (2017) which found that work ethic has a positive and significant effect on job satisfaction. Other research conducted by Monoarfa et al. (2020) states that work ethic affects job satisfaction.

The Effect of Employee Competence on Satisfaction of the State Civil Apparatus On the Service of the Regional Officialdom Board of West Sumatra Province.

The results of the analysis of the data results and following the proposed hypothesis, namely employee competence affect the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province. This shows that satisfaction can be influenced by employee competence. From the results of the descriptive analysis, it was found that the indicator that had the lowest TCR value of the employee competency variable was character. This means that there are still many employees who are not open to receiving criticism and suggestions, as well as a work atmosphere that is not conducive so that there needs to be an increase in character indicators so that the satisfaction of the State Civil Apparatus for the services of the Regional Officialdom Board of West Sumatra Province can be increased.

Based on the results of multiple regression analysis by conducting the t-test, it was found that the value of the sig variable $X_2 = 0.007 < 0.05$ so that H2 was accepted, which means that partially employee competence has a positive and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province. This means that the higher the competence of employees, the satisfaction of the State Civil Apparatus will increase. Conversely, the lower the employee competency, the lower the satisfaction of the State Civil Apparatus. This study is in line with the research of Badjamal (2014) which found that the factors that influence satisfaction are competence and facilities. Other research conducted by Indah and Ustadi (2018) proves that there is a significant influence between competence on community satisfaction.

The Influence of Service Quality on Satisfaction of State Civil Servants for Regional Officialdom Board Services of West Sumatra Province

Based on the results of data analysis, then according to the hypothesis that service quality affects the satisfaction of State Civil Apparatus for Regional Officialdom Board Services of West Sumatra Province. This shows that the satisfaction of the State Civil Apparatus can be affected by the quality of service. The results of the descriptive analysis show that the indicator with the lowest TCR value is assurance. This means that the ability of employees to deal with complaints from service users as well as security guarantees while receiving services need to be improved so that the satisfaction of the State Civil Apparatus will increase.

From the results of multiple regression analysis by performing the t test, it is obtained that the value of the sig variable $X_3 = 0.002 < 0.05$ so that H3 is accepted, which means that partially the workload has a positive and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province. This means that the higher the quality of service, the satisfaction of the State Civil Apparatus will increase. Conversely, the lower the quality of service, the lower the satisfaction of the State Civil Apparatus. In line with Pramulaso's (2020) opinion, it is evident that service quality affects community satisfaction. This is supported by research by Ulumudin (2014) which found the same thing that service quality affects community satisfaction.

The Influence of Work Ethics, Competence, and Service Quality on Satisfaction of State Civil Servants for the Services of the Regional Officialdom Board of West Sumatra Province

Based on the results of multiple regression analysis by conducting the F test, it was obtained a significant value of $0.000 < 0.05$ so that H4 was accepted, which means work ethic, competence, and the quality of service together has a significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Officialdom Board of West Sumatra Province. From the test of the coefficient of determination, the adjusted R square value shows 0.646, this indicates that the contribution of work ethic, employee competence and service quality variables to the satisfaction of the State Civil Apparatus for the Services of the Regional Civil Service Agency of West Sumatra Province is 64.6% while 35.4% is determined by other factors not examined in this study such as organizational image, communication, work motivation and so on.

3. CONCLUSION

Based on the data analysis and interpretation that has been presented in the previous chapter, several conclusions can be made from the research results as follows: 1) Work ethic has a positive and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Civil Service Agency of

West Sumatra Province. That is, the higher the work ethic, the satisfaction of the State Civil Apparatus will increase. 2) Employee competence has a positive and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Civil Service Agency of West Sumatra Province. This means that the higher the competence of employees, the more the State Civil Apparatus increases. 3) Service quality has a negative and significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Civil Service Agency of West Sumatra Province. This means that the higher the quality of service, the more the State Civil Apparatus increases. 4) Work ethic, employee competence and service quality together have a significant effect on the satisfaction of the State Civil Apparatus for the Services of the Regional Civil Service Agency of West Sumatra Province.

4. BIBLIOGRAPHY

1. Darwish A. Yousef, 2000. "Organizational Commitment: A Mediator of Relationship of Leadership Behavior with Job Satisfaction and Performance in a non - Western Country. *Journal of Managerial Psychology*. 15.1.
2. Fumaz, c. R., muñoz-moreno, j. A., ferrer, m. J., gonzalez-garcia, m., negredo, e., perez-alvarez, n., & clotet, b. (2012). Emotional impact of premature aging symptoms in long-term treated hiv-infected subjects. *Journal of acquired immune deficiency syndromes*. <https://doi.org/10.1097/qai.0b013e31823ba503>.
3. Gibson, James L., John M.Ivancevich, and James H.Donnely, 2006, *Organization Behavior-Structure-Process*, 7th Edition, Erwin Homewood, Boston.
4. Grewal, Lopes, Kadis, Gall dan Salovey, P. 2006. Evidence That Emotional Intelligence Is Related To Job Performance And Effect And Attitude At Works. *Journal Psicothema*, Vol. 18, Suppl. pp. 132-139.
5. Ghozali, i. (2006). Ghozali, imam. 2006. Aplikasi analisis multivariate dengan program spss. Semarang: badan penerbit undip. In *analisis multivariate dengan program spss*.
6. Grissom, j. A., & andersen, s. (2012). Why superintendents turn over. *American educational research journal*, 49(6), 1146–1180. <https://doi.org/10.3102/0002831212462622>.
7. Grissom, j. A., & andersen, s. (2012). Why superintendents turn over. *American educational research journal*, 49(6), 1146–1180. <https://doi.org/10.3102/0002831212462622>.
8. Ismail, t., & ghozali, i. (2015). Control system, strategy and learning. *Academy of strategic management journal*.
9. Ivancevich dan John M. 2007. *Human Resources Management*. Mc.Graw Hill.
10. Jeffrey A. Mello. 2002. *Strategic Human Resource Management*, South-Western College Publisher, USA Keith Davis, John Newstrom. 2001. *Organizational Behavior – Human Behavior at Work*, McGraw Hill Higher, International Student Edition.
11. Kevin R. Murphy, Jeanette N, Cleveland, 2002. *Understanding Performance Appraisal*, Sage Publication - Prentice-Hall, USA.
12. Khagendra Nath Gangai, Mahakud Chandra dan Sharma Vikas. 2016. Association between locus of control and job satisfaction in an employee: A Critical Review. Vol. 3. Issue 2, No. 10.
13. Kotteeswari, M dan Sharief T. 2014. Job Stress And Its Impact On Employees Performance A Study With Reference To Employees Working in BPOS. *International Journal Of Business And Administration Research Review*, Vol. 2, issued 4.
14. Lopopolo, Rosalie B. 2002. The Relationship Of Role Related Variables To Job Satisfaction And Commitment To The Organization In A Restructured Hospital Environmental. *Physical Therapy*, Washington, Vol. 82, Iss 10. pp 984-99.
15. Ismail, t., & ghozali, i. (2015). Control system, strategy and learning. *Academy of strategic management journal*.
16. Luthans, Fred, 2002, *Organizational Behavior*, 7th Edition, McGraw-Hill.Inc, New York.
17. Maltby, J., Day, L., Macaskill, A.(2007). *Personality, Individual Differences and Intelligence*. at http://en.wikipedia.org/wiki/Locus_of_control.
18. Mansoor, Jinnah, Fida, S, dan Ahmad, Z. 2011. Impact of job stress on employee job satisfaction, A study on telecommunication sector of Pakistan. *Journal of business studeis quartely*, Vol. 2, No. 3, pp. 50-56.
19. Mathis, Robert L. dan Jackson, John R, 2004, *Human Resources Management*, 10th edition, South-Western, Ohio - Penerjemah: Diana Angelica, 2006., Penerbit Salemba Empat, Jakarta.
20. Miner, J. 2008. *Organizational Behavior, Performance, and Productivity*. Random House Business Division. NewYork.

21. Murdiyanto, A. 2016. Influence Of Leadership, Motivation And Career Development On The Performance Of Employees At Muamalat Bank Branch Semarang. Proceeding ICOMABE. www.Unisbank.ac.id/ojs.
22. Nganga, James. 2015. The impact of organizational culture on the performance of educational. journal IJBSSnet.com journal Vol 3 No. 8.
23. Noe, Raymond A, et al., 2003, Human Resources Management: Gaining a Competitive Advantage, 4 edition, McGraw-Hill/Irwin, New York.
24. Pervez, Ali. M. 2010. Impact of Emotions On Employee Performance: An Evidence From Organization of Pakistan. OIDA International Journal Of Sustainable Development.
25. Ponnun, D dan Hassan, Zubair. 2015. The Influences Of Organizational Culture On Performance Management. International Journal Of Accounting, Business And Management .Vol 1 (No. 1) April, 2015.
26. Rashid, A., Sambasivan, M dan Johari, J. 2002. The Influence Of Corporate Culture And Organizational Commitment On Performance. Journal Of Management Development, Vol. 22, No. 8. pp. 708-7284.
27. Rosemary Harrison. 2003. Human Resources Management, Addison Wesley, USA,.
28. Zafar, Q., Ali, A., Hameed, T., Ilyas, T dan Younes, I. 2015. The Influence Of Job Stress On Employees Performance In Pakistan. American Journal Of Social Science Research, Vol. 1, No. 4. pp. 221-225.

INFO:-

Corresponding Author: Putri Dila Puspita S, College of Economics, Finance, Banking, and Development, STIE KBP.

How to cite this article: Putri Dila Puspita S, Effect of Work Ethos, Competence of Employee and Service Quality to the State Apparatus Civil Satisfaction of West Sumatra Officialdom Board, Asian. Jour. Social. Scie. Mgmt. Tech. 3(1): 136-144, 2021.