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The Influence of Human Resource Quality, Service Ethics, and Transformational Leadership on Employee Performance at the Investment and One-Stop Integrated Services Office of Palopo City

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ABSTRACT

This study examines the effects of Human Resource (HR) Quality, Service Ethics, and Transformational Leadership on employee performance at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Palopo City. Recognizing human resources as a crucial asset for government organizations, the study highlights the importance of enhancing civil servants' capacity to deliver transparent public services oriented toward citizen satisfaction. Data were collected from 120 respondents using an accidental sampling method and were analyzed using multiple linear regression with the assistance of SPSS software. The results indicate that HR Quality, Service Ethics, and Transformational Leadership simultaneously have a positive and statistically significant effect on employee performance. However, the partial regression results reveal that HR Quality does not have a statistically significant effect on employee performance, whereas Service Ethics and Transformational Leadership have positive and statistically significant effects. These findings suggest that ethical conduct in service delivery and transformational leadership play important roles in supporting employee performance, while HR Quality does not demonstrate a statistically significant individual contribution in this study.

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1. INTRODUCTION

Human resources (HR) play a crucial role as a strategic asset in every organization, including those in the government sector. The success of an institution in realizing its vision, mission, and targets depends heavily on the quality of the individuals within it. In a public service environment such as the Investment and One-Stop Integrated Services Office (DPMPTSP), HR competence is a key pillar in delivering responsive, transparent, and accountable services to both the public and business actors. Therefore, developing

employee capacity by strengthening knowledge and work skills is a priority for improving organizational performance. Broadly speaking, Anisa Ratna Dila et al. found a positive correlation between HR quality and institutional effectiveness: the higher the quality of the workforce, the more optimal the resulting performance, and vice versa [1].

Beyond competence, service ethics serve as an important instrument for maintaining public trust. Public service standards are not limited to procedural compliance; they also demand courteous and professional conduct from civil servants. Public satisfaction is directly influenced by how these ethics are implemented, which in turn reflects the integrity and reputation of the government institution. In a broader context, Yuniarti et al. define HR as an individual's productive contribution over a given period to generate economic value in the form of goods or services, a definition that emphasizes an individual's ability to carry out valuable activities to meet their needs through the results of their work [2].

Transformational leadership is another aspect of similar urgency. A leader with this characteristic can stimulate motivation, provide inspiration, and drive positive change so staff can work at their best. Amid the complexity of today's public service challenges, a supportive and visionary leadership style is needed to foster continuous improvements in employee performance.

Nevertheless, the relationship of HR quality, service ethics, and transformational leadership with employee productivity is not always linear. Work motivation often acts as an intervening variable that can strengthen or weaken this influence. Employees with high work drive tend to be more effective in actualizing their competencies, complying with ethical standards, and responding to leadership instructions. Conversely, low motivation hinders individuals' potential to make their best contribution to the institution.

Given these circumstances at the DPMPTSP of Palopo City, the dynamics of public demand require strengthening the quality of civil servants' performance in order to realize excellent service. Therefore, research on the influence of HR quality, service ethics, and transformational leadership on employee performance, with work motivation positioned as a moderating variable, is highly relevant. This research seeks to enrich the body of knowledge in human resource management while also making a practical contribution to optimizing bureaucratic performance at the regional level. Such optimization is crucial for realizing high-quality public services with a competitive advantage.

In support of this point, Anisa Ratna Dila et al. state that an entity's effectiveness depends heavily on its human resources. They also state that employee quality and organizational achievement are linearly related: higher HR competence standards will boost institutional productivity, whereas declining human capital quality can become a significant obstacle that triggers performance degradation and prevents the organization from achieving its strategic targets [1].

1.1. Human Resource (HR) Quality

Human resources (HR) are a fundamental element of an organization, consisting of individuals who work synergistically to achieve collective goals. Efendi et al. emphasize that the success of every organizational operation depends heavily on the human factor,

since managing and implementing an organization's vision centers on the role of the individuals within it [3].

To improve organizational performance in both the public and private sectors, HR quality is a key indicator that encompasses competence, education level, technical skills, and work experience. Beyond specific expertise, this quality is measured through interpersonal abilities such as teamwork, effective communication, and adaptability to technology.

In the public service sector, improving HR quality through training programs, career development, and systematic performance evaluation is crucial to ensuring service effectiveness. Selima Peryuda adds that strengthening HR quality includes providing information, enhancing competence, and forming a mindset oriented toward professional responsibility, both for present needs and future challenges [4]. Kasanuddin identifies six indicators of human resource quality [5]:

1. Intellectual quality
2. Education
3. Understanding of one's field
4. Ability
5. Work spirit
6. Organizational planning ability

1.2. Service Ethics

In organizational operations, work ethics play a crucial role as the foundation of employees' workflow. Machsunah et al. explain that work ethics reflect positive behavior in understanding organizational rules and norms and also serve as an important parameter for individuals and groups in performance evaluation [6].

Furthermore, service ethics are understood as a collection of values, norms, and moral principles that guide civil servants in carrying out their public service duties. Ethical service standards demand integrity, accountability, fairness, and respect for the public as service recipients. Optimal implementation of service ethics not only affects public satisfaction but also plays a vital role in strengthening public trust and government legitimacy.

Indrayani finds that the level of public trust in government institutions is strongly influenced by the service ethics applied, and that officers who internalize professional ethics tend to provide more transparent, responsive, and competent services, which makes this aspect a crucial factor in boosting civil servants' productivity [7]. In line with this, Machsunah et al. emphasize that work ethics are the main foundation of employee operations, encompassing an understanding of company regulations and norms that reflect individual and group values in performance evaluation [6].

1.2.1. Indicators of Public Service Ethics (Based on Agus Dwiyanto)

In his book *Mewujudkan Good Governance Melalui Pelayanan Publik* (Realizing Good Governance through Public Service), Dwiyanto measures indicators of the ethics and quality of public service through several key dimensions [8]:

1. Honesty and Integrity
2. Transparency
3. Accountability
4. Equity and Inclusiveness
5. Responsiveness and Empathy

1.3. Transformational Leadership

Transformational leadership is a leadership approach that focuses on inspiring and motivating staff to exceed standard performance targets. Bass and Avolio identify four fundamental elements of this model: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [9].

Furthermore, Yukl highlights the effectiveness of this style in fostering employee dedication, enthusiasm, and productivity, noting that in the public sector this type of leadership is crucial for encouraging innovation and responsiveness to citizens' aspirations [10]. Lestari further confirms a clear positive correlation between this leadership style and staff performance, particularly when it is supported by a strong organizational ecosystem and internal motivation [11]. In line with this, Sabir describes the model as a tool for empowering employees' potential so they can achieve results beyond their initial expectations [12]. According to Bernard M. Bass, the most prominent and widely used indicators of transformational leadership in management theory consist of four main dimensions known as the "4I's": Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

1.4. Employee Performance

Conceptually, employee performance is an individual's work achievement within an organization, measured against predetermined standards, qualifications, and responsibilities. Mangkunegara emphasizes that employee performance can be evaluated through several key dimensions: the quality of work results (quality), work volume (quantity), efficiency of completion time (timeliness), effectiveness of resource use, and the level of commitment to duties (responsibility) [13]. In a more dynamic context, performance is not merely an outcome but a continuous process that reflects an individual's competence in responding to organizational demands.

In public sector institutions such as DPMPTSP, civil servants' performance plays a central role as the main determinant of the quality of services provided to the public. Sari's findings support this relevance, showing a strong linear correlation between high civil servant performance and the public's level of satisfaction with government bureaucracy [14]. Therefore, optimizing employee productivity is a strategic priority for every public sector organization seeking to realize good governance.

Adding a more recent perspective, Putra and Rahmawati argue that, in today's digital era, employee performance is also strongly influenced by technological adaptability and agility at work [15]. In addition, Handayani et al. emphasize that integrity and professional ethics have become inseparable performance indicators, as an employee's success is measured not only by achieving numerical targets but also by contributing to a

healthy and transparent work culture within the organization [16]. Thus, performance improvement must be viewed holistically, encompassing both technical and behavioral aspects aligned with the organization's long-term vision. Mangkunegara, as cited in Anggraini, identifies performance indicators consisting of the following [17], [18]:

1. Quality of work
2. Quantity of output
3. Timeliness
4. Cooperation
5. Attendance

2. METHOD

The data collection strategy in this study was implemented through a comprehensive questionnaire designed to capture in-depth information on the various indicators representing the research variables. The researchers focused on primary data obtained directly from the source. This study used a quantitative approach with an accidental sampling technique to select respondents from public service users, following Pratama and Rahardjo [19]. This sampling technique is based on chance or incidental encounters, in which anyone who happens to meet the researcher can be used as a sample if suitable as a data source. Participants were selected based on ease of access and availability in the field until a quota of 120 respondents was reached.

To test the hypotheses and interpret the data, this study adopted a quantitative methodology focused on statistical testing through multiple linear regression analysis. Data processing was carried out using SPSS software to ensure accurate analysis results. The research was conducted at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Palopo City. Data collection was systematically scheduled to begin on September 26, 2025.

This study aims to empirically investigate and evaluate the extent of the contribution and implications of Human Resource (HR) Quality, Service Ethics, and Transformational Leadership in influencing fluctuations in Employee Performance within the DPMPTSP of Palopo City.

3. RESULTS AND DISCUSSION

3.1. Validity Analysis

Validity testing was applied to measure the accuracy of each statement item in the questionnaire. Validity was determined by comparing the calculated r-value (r-count) against the r-table value. An instrument is declared valid if the r-count exceeds the r-table value; conversely, if the r-count is smaller than the r-table value, the data are considered invalid. The validity test results for the variables of HR Quality (X1), Service Ethics (X2), Transformational Leadership (X3), Employee Performance (Y), and Work Motivation (Z) are presented as follows:

Table 1. Validity Test

Variable	Item	r-count	r-table	Description
HR Quality (X1)	X1.1	0.683	0.179	Valid
	X1.2	0.686	0.179	Valid
	X1.3	0.694	0.179	Valid
	X1.4	0.750	0.179	Valid
	X1.5	0.805	0.179	Valid
	X1.6	0.725	0.179	Valid
	X1.7	0.770	0.179	Valid
	X1.8	0.770	0.179	Valid
Service Ethics (X2)	X2.1	0.998	0.179	Valid
	X2.2	0.998	0.179	Valid
	X2.3	0.948	0.179	Valid
	X2.4	0.981	0.179	Valid
	X2.5	0.967	0.179	Valid
	X2.6	0.990	0.179	Valid
	X2.7	0.998	0.179	Valid
	X2.8	0.998	0.179	Valid
Transformational Leadership (X3)	X3.1	0.998	0.179	Valid
	X3.2	0.991	0.179	Valid
	X3.3	0.983	0.179	Valid
	X3.4	0.984	0.179	Valid
	X3.5	0.968	0.179	Valid
	X3.6	0.989	0.179	Valid
	X3.7	0.998	0.179	Valid
	X3.8	0.998	0.179	Valid
Employee Performance (Y)	Y.1	0.994	0.179	Valid
	Y.2	0.999	0.179	Valid
	Y.3	0.996	0.179	Valid
	Y.4	0.999	0.179	Valid
	Y.5	0.999	0.179	Valid
	Y.6	0.996	0.179	Valid
	Y.7	0.996	0.179	Valid
	Y.8	0.999	0.179	Valid

The statistical data presented in the table above indicate that all instrument items representing the variables of HR Quality, Service Ethics, Transformational Leadership, and Employee Performance empirically meet the validity criteria. This is demonstrated by the test results, in which the correlation coefficient (r-count) is considerably greater than the r-table threshold value of 0.179.

3.2. Reliability Analysis of the Research Instrument

After establishing the instrument's validity, the next step was to assess its reliability. Arsih et al. propose that reliability testing is applied to research instruments with more than two categories of answer choices (a polytomous scale) [20]. In this study, the internal consistency of the measurement tool was evaluated using Cronbach's Alpha. The field-obtained coefficient values were compared with theoretically established reliability thresholds.

Specifically, instrument reliability is categorized into several levels. A coefficient below 0.6 indicates insufficient consistency (poor); a value reaching 0.7 is classified as an acceptable level of reliability; and a value exceeding the 0.8 threshold indicates a very good degree of reliability. The detailed test results for the variables of HR Quality (X1), Service Ethics (X2), Transformational Leadership (X3), and Employee Performance (Y) are presented below.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
HR Quality (X1)	0.879	Reliable
Service Ethics (X2)	0.995	Reliable
Transformational Leadership (X3)	0.997	Reliable
Employee Performance (Y)	0.999	Reliable

Based on the results of the data analysis presented in the table above, it can be concluded that the research instrument meets the required reliability criteria. This is demonstrated by the Cronbach's Alpha coefficients for all statement items, which consistently exceed the 0.60 threshold. Thus, the questionnaire is declared reliable and capable of producing stable data for use in further research.

3.3. Partial Hypothesis Test (T-Test)

Table 3. Partial Test (T-Test), Dependent Variable: Employee Performance (Y)

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	-0.601	0.241	-	-2.492	0.014
HR Quality (X1)	0.017	0.011	0.012	1.476	0.143
Service Ethics (X2)	0.418	0.073	0.411	5.744	0.000
Transformational Leadership (X3)	0.586	0.072	0.579	8.088	0.000

The resulting multiple linear regression equation is Y = -0.601 + 0.017X1 + 0.418X2 + 0.586X3, where Y = Employee Performance, X1 = HR Quality, X2 = Service Ethics, and X3 = Transformational Leadership. At a significance level of α = 0.05, the t-test results for each variable are as follows.

HR Quality (X1) on Employee Performance (Y): t-count = 1.476 with a significance value of 0.143 (> 0.05). Since the significance value is greater than 0.05 and the t-count is lower than the t-table (1.476 < 1.980), it is concluded that HR Quality has no significant partial effect on Employee Performance. Although staff possess adequate fundamental competencies, external factors such as work climate, personal motivation, and incentive structures are presumed to play a stronger role in influencing workplace productivity.

Service Ethics (X2) on Employee Performance (Y): t-count = 5.744 with a significance value of 0.000 (< 0.05). Because this value is far below 0.05 and the t-count exceeds the t-table (5.744 > 1.980), it is concluded that Service Ethics has a positive and

significant partial effect on Employee Performance. This indicates that strengthening ethical aspects, such as honesty, friendliness, and professionalism, is directly proportional to improvements in the quality of public service and in the work effectiveness of civil servants at the DPMPTSP of Palopo City.

Transformational Leadership (X3) on Employee Performance (Y): t-count = 8.088, far exceeding the t-table threshold of 1.980, with the highest standardized Beta coefficient of 0.579. With a significance level of 0.000 ($p < 0.05$), it is confirmed that Transformational Leadership has a positive and significant partial effect on Employee Performance and is the most dominant variable influencing it. Leaders who serve as a source of inspiration, provide motivation, and give personal attention to their subordinates can strengthen team dedication and work spirit in completing their responsibilities.

3.4. Simultaneous Test (F-Test)

Table 4. ANOVA, Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4553.624	3	1517.875	11608.599	0.000[b]
Residual	15.168	116	0.131		
Total	4568.792	119			

a. Dependent Variable: Y.
b. Predictors: (Constant), X3, X1, X2.

3.5. Discussion of Research Findings

3.5.1. Impact of HR Quality on Employee Performance

Based on the research data, the HR Quality variable (X1) obtained a t-count value of 1.476 with a significance level of 0.143. These findings indicate that the significance level is above the 0.05 threshold and that the t-count value is lower than the t-table value (1.476 < 1.980). Thus, it can be stated that HR Quality does not make a significant contribution to employee performance. Although staff possess adequate fundamental competencies, external factors such as the work climate, personal motivation, and incentive structures are presumed to play a stronger role in influencing their workplace productivity [22].

3.5.2. Impact of Service Ethics on Employee Performance

The statistical analysis of the Service Ethics variable (X2) shows a t-count value of 5.744 with a significance value of 0.000. Because this significance value is far below 0.05 and the t-count exceeds the t-table value (5.744 > 1.980), it is concluded that Service Ethics has a positive and significant effect on employee performance. This indicates that strengthening ethical aspects, such as honesty, friendliness, and professionalism, is directly proportional to improvements in public service quality and the work effectiveness of civil servants at the DPMPTSP of Palopo City [23].

3.5.3. Influence of Transformational Leadership on Employee Performance

The statistical analysis demonstrates that the Transformational Leadership variable (X3) makes the most notable contribution among the three independent variables. This finding is based on a t-count value of 8.088, which far exceeds the t-table threshold of 1.980, and on the highest standardized Beta coefficient (0.579). With a significance level of 0.000 ($p < 0.05$), it can be confirmed that Transformational Leadership has a positive and significant effect on employee work effectiveness and is the most dominant variable influencing Employee Performance.

In addition, the transformational leadership style has been shown to have a strong positive effect. Leaders who serve as a source of inspiration, provide motivation, and give personal attention to their subordinates can strengthen team dedication and work spirit in completing their responsibilities.

3.5.4. Collective Impact of HR Quality, Service Ethics, and Transformational Leadership (X1, X2, X3) on Employee Performance (Y)

Having examined the variables individually, we now consider their collective (simultaneous) effect. Taken together, the three independent variables significantly affect work productivity. These findings indicate that performance optimization does not depend solely on individual capacity but is also strongly influenced by an ethical work atmosphere and support from an appropriate leadership style [24].

Based on the F-test data, the following results were obtained:

- F-count: 11,608.599
- F-table: 2.68
- Significance: 0.000 (smaller than the 0.05 standard)

3.6. Coefficient of Determination (R^2)

Based on the ANOVA table, a Regression Sum of Squares of 4,553.624 and a Total Sum of Squares of 4,568.792 were obtained, so the coefficient of determination (R^2) is calculated as 0.997, or 99.7%. This value indicates that HR Quality (X1), Service Ethics (X2), and Transformational Leadership (X3), together, explain 99.7% of the variation in Employee Performance (Y). In comparison, the remaining 0.3% is explained by other factors outside this research model, such as work motivation, job satisfaction, and the work environment [25].

4. CONCLUSION

Based on the results of the analysis, it can be concluded that Human Resource (HR) Quality, service ethics, and transformational leadership style each make a positive contribution to employee performance. Strengthening competence, mastering skills, and broadening employees' insight have been shown to directly foster superior work results. In addition, implementing service ethics, reflected in values such as friendliness, accountability, and sensitivity to public needs, has proven effective in stimulating internal motivation and optimizing work productivity in the field. Transformational leadership likewise plays an important role in performance, as leaders who inspire, provide

motivational encouragement, and serve as role models have proven capable of raising team morale and maximizing achievement of organizational targets. Collectively, integrating HR quality, implementing service ethics, and adopting transformational leadership strongly affect employee performance, and the synergy among these three variables creates a systemic impact on overall operational effectiveness and work productivity within the organization.

Based on these findings, several recommendations can be made. First, institutional leaders are advised to prioritize comprehensive HR development programs, including regular training, continuing education facilities, and intensive coaching, to ensure that the capacity and competence of all personnel continue to develop in line with the demands of the times. Second, employees are strongly encouraged to consistently apply the principles of service ethics in every aspect of their work, maintain professionalism, and strengthen their sense of responsibility for the quality of public service as the foundation of their work. Third, management needs to optimize the implementation of transformational leadership by increasing motivation, paying closer attention to each team member's personal needs, and stimulating creative innovation to build a more positive, supportive, and productive work ecosystem. Finally, future researchers are advised to explore additional variables not covered in this study, such as work motivation, job satisfaction, and the influence of the work environment, to gain a broader and deeper understanding of the factors that holistically influence employee performance.

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