

## Improving the Human Resources Performance of Kppbc Tmp Tanjung Emas Based on Role Playing Training Approach and Service Competence

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**Abstract.** *This study is explanatory research that aims to examine the effect of Role Playing Training Approach on Service Competence and Human Resources (HR) Performance at KPPBC Jenis Madya Pabean Tanjung Emas. The variables used in this research include Role Playing Training Approach, Service Competence, and HR Performance. Primary data were collected through questionnaires distributed to respondents, while secondary data were obtained from institutional reports, literature, and related documents. The research population consisted of 260 employees, with a maximum sample of 160 respondents determined using purposive sampling, with criteria of a minimum of five years of service and a minimum age of 25 years. Data collection methods included literature study, observation, and questionnaire distribution using a Likert scale of 1–5. Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The results indicate that the Role Playing Training Approach has a positive and significant effect on Service Competence, and also has a positive and significant effect on HR Performance. Furthermore, Service Competence was found to positively and significantly influence HR Performance. These findings highlight that the implementation of role playing training not only improves service competence but also directly enhances HR performance, particularly in terms of ability, timeliness, and service quality. Therefore, role playing training can be considered an effective strategy for HR development to improve service quality and organizational performance.*

**Keywords:** Approach; Competence; Service; Training.

### 1. Introduction

The highly dynamic development of technology influences the lifestyles of every individual. Technology has become a means of solving various work-related problems and has also become a way of life for all levels of society. Through the use of the internet, public

organizations can more easily reach their customers as a platform for service delivery (Tashanova et al., 2020).

Incremental changes in the technological era require organizations to take strategic steps to compete in any environment to maintain their existence. Beyond the demand for competitiveness, organizations are also required to possess a competitive advantage that differentiates them from others. To enhance this advantage, organizations need to improve the performance of their human resources. An organization can be considered successful if it has achieved its stated goals (Blut & Wang, 2020).

The role of Human Resources (HR) in an organization is crucial, even the most sophisticated technology cannot function without human intervention (Bakirova Oynura, 2022). HR is a strategic factor in all institutional/organizational activities (Widodo, 2018). HR is the organization's primary asset, actively participating in every organizational activity. HR brings diverse feelings, thoughts, desires, status, educational background, age, and gender to the company (Vrchota et al., 2020). HR is not a passive machine or money that can be completely controlled and managed to achieve company goals, but rather a valuable organizational asset that must be properly maintained (Omondi-Ochieng, 2018).

Good performance is a desirable quality for companies. The more disciplined human resources within an organization, the greater the organization's overall performance and productivity (Mustafa et al., 2013). Human resource performance can be measured by the extent to which they contribute their energy, ideas, or contributions to the organization. Performance is the quality and quantity of results achieved by an individual in carrying out their duties in accordance with their assigned responsibilities (Ngurah Astawan & Putra Suryanata, 2020).

Equally important within an organization is the organization's ability to improve the work competency of its human resources. Competency-based human resources can increase capacity and build a strong foundation that meets organizational demands. When employees possess the appropriate competencies to meet their job requirements, they are able to be productive in terms of knowledge, skills, and mentality and attitude (Sabuhari et al., 2020).

Competent human resources are generally able to carry out tasks well and satisfactorily and can be trusted for certain tasks that require a high level of competence. KPPBC TMP Tanjung Emas wants human resources to have the competencies required by the organization so that they can carry out various tasks well.

The Tanjung Emas Public Service Office (KPPBC) faces significant challenges in providing fast, accurate, and friendly public services amidst increasing demands for efficiency and responsiveness, particularly with the rapid development of technology. To support this, capacity building for KPPBC human resources is needed so that the service process can run more efficiently and effectively. One approach taken to achieve this goal is through role-

playing training methods, which allow participants to engage in service simulations as officers and customers. Through this method, training participants can understand real situations in facing various service scenarios, so they can practice finding appropriate solutions to problems that frequently arise in the field (Libin et al., 2010).

The role-playing method not only equips human resources with skills but also with attitudes and service skills that are responsive to customer needs (Oh & Solomon P, 2014). Participants will face simulation scenarios that require them to implement technological skills while maintaining good communication and solving problems effectively. Improving human resource capacity at the Tanjung Emas TMP KPPBC aims not only to simplify internal work but also to provide added value to the quality of service to the public.

Management needs to understand how their workforce works and how they utilize it. Training provides opportunities for human resources to develop their skills and abilities. This knowledge and mastery can help them understand what they should do and why, providing an opportunity to expand their knowledge and skills (Onyeador et al., 2021). While each person possesses unique abilities, these abilities may not necessarily align with the company's requirements. Therefore, it is crucial for organizations to conduct training to ensure that human resources understand what they should do and how to do it (June et al., 2013).

Training is the process of helping human resources master specific skills or correct deficiencies in their work (Ngurah Astawan & Putra Suryanata, 2020). Training for human resources is a process that teaches specific knowledge and skills, thereby enhancing their skills and enabling them to effectively carry out their duties and responsibilities (Rivaldo & Nabella, 2023). Job training programs help organizations achieve their goals.

Previous research on the role of training on HR performance is also still highly controversial, including (Pramono & Prahiawan, 2021), which stated that training has a positive but insignificant effect on HR performance. This finding differs from (Ismail et al., 2021), which stated that training has a positive and significant effect on HR performance. Therefore, in this study, service competency is proposed as a mediator to address this issue.

Service competence is expected to meet public expectations for speed and ease of service (Yuliyanti, 2015). Service competence is crucial because KPPBC service users expect transparent, solution-oriented, and easily accessible services (R, 2022). A person's ability to provide good service to customers or the public is known as service quality. An organization's success in meeting its customers' needs and expectations is directly correlated with this ability, which is a crucial component of human resource (HR) performance.

2. Research Methods

The type of research used is "Explanatory Research" or research that is explanatory in nature. The variables used are the Roleplaying Training Approach, service competence, and HR performance variables. Primary Data is data obtained directly from research respondents. This data is taken based on questionnaires distributed to respondents. Primary data is respondents' responses to research variables that include Roleplaying Training Approach, service competence, and HR performance. Secondary Data is data that has been processed by other people or institutions and has been published. The data is obtained from magazines, reports from related agencies or from existing literature including: number of personnel, organizational structure, job descriptions, and others. Literature Study, This method is used to obtain secondary data, which includes data related to research variables, namely job burnout, job demand, psychological capital and supervisory support variables. Observation. According to Observation is the systematic observation and recording of the phenomena being investigated. Observation or direct observation is intended to obtain a clear picture of the conditions and activities carried out in the organization. Questionnaire Distribution. This is a direct data collection method that involves submitting a list of questions directly to respondents and returning them to the researcher within 7 days of submission. This questionnaire distribution method is recommended because it has the advantage of being able to contact respondents who are difficult to meet, is less expensive, and gives respondents time to consider their answers directly (Sekaran, 1983).

3. Results and Discussion

3.1. Respondent Description

This study involved 160 human resources (HR) respondents from the Tanjung Emas Customs and Excise Supervision and Service Office. Data on respondent characteristics were obtained through a survey method using questionnaires. All respondents fully participated, resulting in 160 completed and valid questionnaires, which were then used for research data analysis.

The description of the respondents in this study can be explained in four characteristics, namely based on gender, age, last education and length of service, which are explained below:

1) Gender

The respondents of this study can be described based on gender factors as follows:

Respondent Characteristics Data Table by Gender

Gender	Frequency	Percentage
Man	112	70.0
Woman	48	30.0
Total	160	100.0

Source: Data processing results, 2025.

The table shows that the majority of respondents were male (112 people) (70%), while 48 were female (30%). This composition indicates that the work at the Tanjung Emas Customs Middle Office is still dominated by male employees. This dominance may reflect the characteristics of work in the customs sector, which requires mobility, physical strength, and firmness in enforcing regulations, which in the context of Indonesian work culture are generally filled by men. However, the presence of a significant number of female employees (30%) also has important potential in supporting organizational performance, especially in aspects of public services and administration that require accuracy and good interpersonal communication.

## 2) Age

The characteristics of the respondents in this study can be described based on age factors as follows:

Respondent Characteristics Data Table by Age

Age	Frequency	Percentage
25 - 30 years	42	26.3
31 - 40 years old	56	35.0
41 - 50 years old	49	30.6
51 - 60 years	13	8.1
Total	160	100.0

Source: Data processing results, 2025.

In terms of age, the majority of respondents were in the 31–40 year range, namely 56 people (35%), followed by 49 people aged 41–50 years (30.6%), 42 people aged 25–30 years (26.3%), and the remaining 51–60 years (13 people) 8.1%. This distribution pattern illustrates that the majority of employees are in the middle productive age, who usually already have sufficient experience and still have high energy for optimal performance. These productive age employees have great potential to improve their competencies through training and adaptation to policy changes, thereby supporting institutional performance.

## 3) Last education

The characteristics of the respondents in this study can be described based on the level of education factor as follows:

Data Table of Respondent Characteristics According to Last Education

Education	Frequency	Percentage
Diploma	14	8.8
S1	121	75.6
S2	25	15.6
Total	160	100.0

Source: Results of data processing, 2025.

In terms of educational attainment, the majority of respondents (121) had a bachelor's degree (75.6%), followed by a master's degree (25) (15.6%), and a diploma (14) (8.8%). This

composition indicates that the majority of employees have an adequate level of education to support technical and managerial competencies. The high proportion of bachelor's and master's degree graduates is an important asset for the organization because it contributes to analytical skills, regulatory mastery, and skills in dealing with the dynamics of customs duties. This relatively high level of education is expected to improve the quality of service and the effectiveness of policy implementation in the field.

#### 4) Length of work

The characteristics of the respondents in this study can be described based on the length of service factor as follows:

Data Table of Respondent Characteristics According to Length of Service

Years of service	Frequency	Percentage
5-10 years	37	23.1
11 - 20 years	62	38.8
21 - 30 years old	43	26.9
> 30 years	18	11.3
Total	160	100.0

Source: Primary Data Processing Results, 2025.

Based on employee tenure, the majority of respondents had 11–20 years of service (62 people) (38.8%), followed by 21–30 years (43 people) (26.9%), 5–10 years (37 people) (23.1%), and more than 30 years (18 people) (11.3%). This distribution indicates that most employees have quite extensive work experience, resulting in relatively good mastery of customs procedures and regulations. The dominant tenure in the middle category (11–20 years) also indicates an ideal combination of experience, adaptability, and motivation to continuously improve competency. This is an important asset in maintaining consistent employee performance and supporting the achievement of organizational targets.

Descriptive statistical analysis is a basic method used in quantitative research to provide a description or overview of collected data without drawing conclusions that are generalizable to the population. According to Ghazali (2018), the purpose of this analysis is to describe or provide an overview of the data obtained from the sample as it is, without intending to draw conclusions that apply to the population.

The questionnaire consists of statements with respondents' responses in the form of a Likert scale of 1-5, namely: Strongly Agree (SS) score 5, Agree (S) score 4, Quite Agree (CS) score 3, Disagree (TS) score 2, Strongly Disagree (STS) score 1. Furthermore, from the scale, data categorization will be formed into 3 groups. To determine the score criteria for each group, it can be calculated as follows (Sugiyono, 2017):

a. Highest score = 5

b. Lowest score = 1

c. Range = Score highest – lowest score = 5 - 1 = 4

d. Class interval = Range /number of categories = 4/3 = 1.33

Based on the size of the class interval, the criteria for the three categories are: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with a score of 3.67 – 5.00. A complete description of each variable is presented below:

Research Variable Description Table

No	Variables and indicators	Mean	Standard Deviation
<b>1</b>	<b>Role playing training approach</b>	<b>3.86</b>	
	a. <i>Altruism</i>	3.93	0.73
	b. <i>Sympathetic</i>	3.88	0.79
	c. <i>Tolerance</i>	3.81	0.76
	d. <i>Interpersonal ability</i>	3.83	0.75
<b>2</b>	<b>Service Competence</b>	<b>3.89</b>	
	a. Knowledge	3.79	0.94
	b. Skills	3.95	0.82
	c. Ability	3.93	0.86
	d. Service attitude (attitude)	3.91	0.86
<b>3</b>	<b>HR Performance</b>	<b>3.89</b>	
	a. Quality	3.88	0.80
	b. Quantity	3.91	0.70
	c. Timeliness	3.96	0.70
	d. Effectiveness (Cost Effectiveness)	3.78	0.78
	e. Work Commitment (Interpersonal Impact)	3.92	0.71

The table shows descriptive results showing that the Role Playing Training Approach variable has an overall average value of 3.86, which is included in the good category. The indicator with the highest average value is altruism (3.93), indicating that respondents felt that role-based training was able to foster an attitude of caring and helping coworkers. This demonstrates the effectiveness of the training in building shared values. Meanwhile, the indicator with the lowest value is tolerance (3.81), which indicates that the aspects of openness and the ability to accept different views in training practices still need to be improved. Overall, this training method has made a positive contribution to improving employee interpersonal skills, but there is still room for improvement, especially in strengthening attitudes of tolerance.

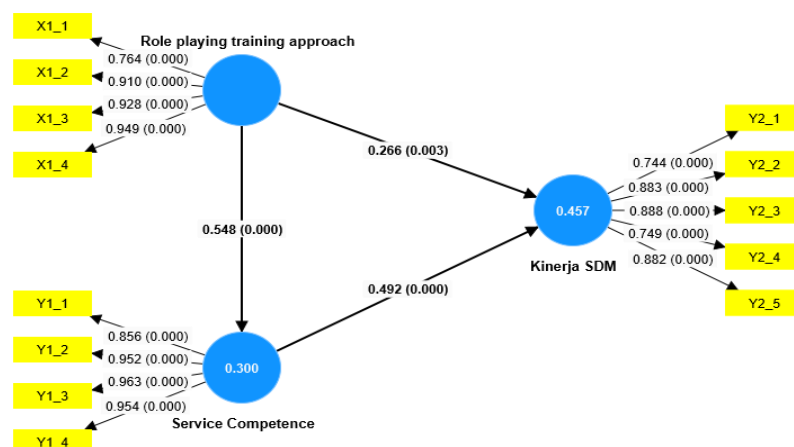
For the Service Competence variable, the overall average score was 3.89, indicating that employee service competency was in the good category. The indicator with the highest score was skills (3.95), indicating that employees were relatively capable of mastering the technical aspects of providing customs services. Meanwhile, the indicator with the lowest score was knowledge (3.79), indicating that conceptual and regulatory understanding related to service tasks still needs to be improved. This suggests that although technical skills are already good, strengthening substantive knowledge will further support employees' ability to respond to community needs and expectations.

The HR Performance variable has an overall average of 3.89, which confirms that the performance of employees of the Tanjung Emas Customs Middle Office is generally in the good category. The indicator with the highest score is Timeliness with an average score of 3.96, which means employees are able to complete the work volume according to the target. Conversely, the indicator with the lowest score is effectiveness (cost effectiveness) with a score of 3.78, indicating that the aspect of resource utilization efficiency in carrying out tasks is still relatively less than optimal. These results show that although employees are productive in terms of the number of jobs, the efficiency of costs, time, and resources still needs to be improved for a more balanced performance.

### 3.2. Structural Model Evaluation (Inner Model)

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen from the structural model output, which shows the significance of the loading factor, which explains the influence of the Role-Playing Training Approach construct on HR Performance through the mediation of Service Competence as an intervening variable.

In this case, data processing was performed using Smart PLS v4.1.0 software. The results of this data processing are shown in the following image:



**SEM-PLS Inner Model Image**

Source: Results of data processing with Smart PLS 4.0 (2025)

### 1) Direct Influence Analysis

This section presents the results of the research hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value with the t-table, assuming that the calculated t-value is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Path Coefficients Table

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<i>Role playing training approach-&gt; HR Performance</i>	0.266	0.265	0.091	2,929	0.003
<i>Role playing training approach -&gt; Service Competence</i>	0.548	0.548	0.054	10,151	0.000
<i>Service Competence-&gt; HR Performance</i>	0.492	0.494	0.082	5,995	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Based on the PLS output from the data processing results, testing can then be carried out for each research hypothesis, namely:

#### a. Hypothesis Testing 1

H1: There is an influence between the Role Playing Training Approach on Service Competence.

In testing hypothesis 1, the original sample estimate value was obtained at 0.548. This value indicates that the Role Playing Training Approach has a positive effect on Service Competence. This result is supported by the calculated t value (10.151) > t table (1.96) and the significance value p (0.000) < 0.05. Thus, it can be concluded that the first hypothesis is accepted, meaning that the better the implementation of the role-based training method, the more the employee's service competence will increase.

#### b. Hypothesis Testing 2

H2: There is an influence between Role Playing Training Approach and HR Performance.

Based on the test results, the original sample estimate value was obtained at 0.266. This value indicates a positive influence of the Role Playing Training Approach on HR Performance. These results are supported by the calculated t value (2.929) > t table (1.96)

with a significance value of  $p (0.003) < 0.05$ . Therefore, it can be stated that the second hypothesis is accepted. This means that the more effective the role-based training method applied, the better the employee performance at the Tanjung Emas Customs Middle Type KPPBC.

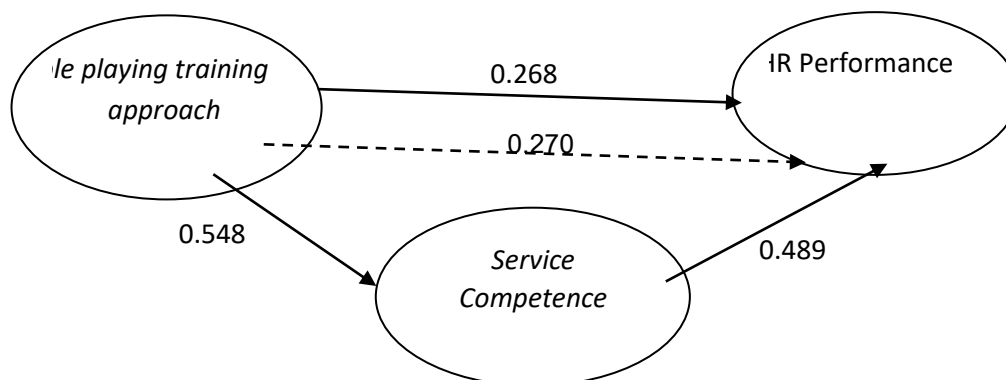
### c. Hypothesis Testing 3

H3: There is an influence between Service Competence and HR Performance.

The test results show an original sample estimate value of 0.492. This indicates a positive influence of Service Competence on HR Performance. This value is strengthened by the calculated  $t (5.995) > t \text{ table } (1.96)$  and the significance value  $p (0.000) < 0.05$ . Thus, the third hypothesis is accepted, which means that the better the employee's service competence, the better the HR performance in carrying out tasks.

### 2) Analysis of the Indirect Effect of Role Playing Training Approach on HR Performance through Service Competence Mediation

The indirect effect test was conducted to see the influence of an exogenous variable (Role playing training approach) on the endogenous variable (HR Performance) through an intervening variable, namely the Service Competence variable. The indirect effect of Role playing training approach on HR Performance through Service Competence mediation is depicted in the following path diagram:



**Path Coefficient Figure of the Influence of Role Playing Training Approach on HR Performance through Service Competence**

Information:



: Direct influence

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: Indirect influence

The results of the indirect influence test from the calculation results with smartPLS can be presented in the following table.

Indirect Effect Test Results Table

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<i>Role playing training approach -&gt; Service Competence-&gt; HR Performance</i>	0.270	0.272	0.058	4,642	0.000

Source: Results of data processing with Smart PLS 4.1.0 (2025)

The indirect effect test shows that the Role Playing Training Approach influences HR Performance through Service Competence. The original sample estimate value obtained was 0.268, indicating a positive influence. This result is further strengthened by the calculated t value (4.642) > t table (1.96) and the significance value p (0.000) < 0.05. Thus, Service Competence is proven to significantly mediate the relationship between Role Playing Training Approach and HR Performance.

These findings suggest that the implementation of role-based training methods not only directly impacts employee performance but also strengthens that performance through improved service competency. This means that the better the role-based training is conducted, the higher the service competency developed, ultimately driving more optimal employee performance. This confirms that service competency is an important mediating factor in improving the quality of human resources within the Tanjung Emas Customs Middle Office (KPPBC).

### 3.3. Discussion

#### 1) The Influence of Role Playing Training Approach on Service Competence.

The research results and discussion indicate that the Role-Playing Training Approach has a positive and significant effect on Service Competence. Therefore, it can be concluded that the first hypothesis is accepted, meaning that the better the implementation of role-based training methods, the higher the employee's service competence.

Previous research has shown that job training has a positive impact on competency (Sari, 2019). These findings are supported by research that suggests that the more successful the job training program is for employees, the greater the increase in employee competency (Karyono et al., 2020).

Measurement of variables *Role playing training approach* in this study it was measured from the reflection of four indicators namely indicators Altruism, Sympathy, Tolerance, and Interpersonal Ability. These four aspects have been proven to improve Service Competence,

which in this study was measured using four indicators. namely indicators Knowledge, Skills, Abilities, and Service Attitude (attitude).

The analysis results show that for the Role Playing Training Approach variable, the indicator with the highest outer loading value is Interpersonal Ability. Meanwhile, for the Service Competence variable, the indicator with the highest outer loading value is Ability. These findings indicate that the stronger the interpersonal skills possessed by participants, the better the service competency they can display. In other words, interpersonal skills play a dominant role in improving overall service capabilities.

Conversely, the indicator with the lowest outer loading value for the Role Playing Training Approach variable is Altruism, while for the Service Competence variable, it is Knowledge. This implies that an increase in altruism—the desire to help and sacrifice for the common good—will be followed by an increase in knowledge that supports service competency. Although its contribution is relatively lower than other indicators, altruism still has a positive influence on knowledge development efforts to support service quality.

## 2) The Influence of Role Playing Training Approach on HR Performance.

The test results indicate a positive and significant influence of the Role-Playing Training Approach on HR Performance. This means that the more effective the role-based training method implemented, the better the employee performance at the Tanjung Emas Customs Middle Office (KPPBC). Previous research has stated that performance is a random variable whose expectations are related to training. The more appropriate the training is to the HR's field of work, the more it will improve HR performance (Scarf et al., 2019).

Measurement *Role playing training approach* in this study it was measured from the reflection of four indicators namely indicators Altruism, Sympathy, Tolerance, and Interpersonal Ability. These four aspects have been proven to improve HR performance in this study, as measured by the reflection of five indicators. namely indicators Quality, Quantity, Timeliness, Cost Effectiveness, and Work Commitment (Interpersonal Impact).

For the Role Playing Training Approach variable, the indicator with the highest outer loading value is Interpersonal Ability. Meanwhile, for the Human Resources Performance variable, the indicator with the highest outer loading value is Timeliness. This finding indicates that the better an individual's interpersonal skills, the better their punctuality at work. In other words, the ability to interact and communicate with others plays a crucial role in supporting discipline, efficiency, and the ability to complete work on time. This suggests that the success of human resources performance in terms of timeliness is determined not only by technical factors but also by interpersonal skills that support coordination and cooperation.

For the Role Playing Training Approach variable, the indicator with the lowest outer loading value is Altruism. Meanwhile, for the Human Resources Performance variable, the indicator with the lowest outer loading value is Quality. These results indicate that increasing

altruistic attitudes, namely caring, a desire to help, and a willingness to prioritize the common good, will contribute to improving the quality of work results. This means that even though its contribution is relatively lower compared to other indicators, altruism still has a positive influence in encouraging human resources to produce better, more thorough work, and meet the expected quality standards. Thus, work quality can further improve along with the growing values of caring and sincerity in carrying out tasks.

### 3) The Influence of Service Competence on HR Performance.

The test results show a positive and significant influence of Service Competence on HR Performance, which means that the better the employee's service competence, the better the HR performance in carrying out tasks. Previous research states that work experience and human resource competencies have a significant influence on employee performance (Ratu et al., 2020).

The Service Competence variable in this study is measured from four indicators. namely indicators Knowledge, Skills, Abilities, and Service Attitude (Attitude) These four aspects have been proven to be able to improve HR Performance in this study, measured by the reflection of five indicators. namely indicators Quality, Quantity, Timeliness, Cost Effectiveness, and Work Commitment (Interpersonal Impact).

For the Service Competence variable, the indicator with the highest outer loading value is Ability. Meanwhile, for the Human Resources Performance variable, the indicator with the highest outer loading value is Timeliness. This indicates that the higher a person's ability to provide service, the better the timeliness they can achieve in carrying out their tasks. In other words, human resources performance in terms of time discipline is greatly influenced by the extent to which an individual's abilities are mastered and effectively applied. Good abilities will encourage work efficiency, reduce obstacles, and accelerate the achievement of targets according to the specified schedule.

For the Service Competence variable, the indicator with the lowest outer loading value is Knowledge. Meanwhile, for the Human Resource Performance variable, the indicator with the lowest outer loading value is Quality. This finding implies that increasing knowledge will support improvements in the quality of work results. Although its contribution is lower than other indicators, knowledge still plays a crucial role in ensuring that work is carried out according to quality standards, more thoroughly, and can produce satisfactory results. Thus, the quality of human resource performance is influenced not only by practical skills, but also by the breadth and depth of knowledge possessed and applied in daily work practices.

## 4. Conclusion

Based on the results and discussion of the research, the answers to the research questions that arise are as follows: The results and discussion of the study indicate that the Role Playing Training Approach has a positive and significant effect on Service Competence. Thus,

it can be concluded that the first hypothesis is accepted, meaning that the better the implementation of role-based training methods, the better the employee's service competence will be. Based on the test results, it indicates a positive and significant influence of the Role Playing Training Approach on HR Performance. This means that the more effective the role-based training method is applied, the better the employee performance at KPPBC Tipe Madya Pabean Tanjung Emas. The test results indicate a positive and significant influence of Service Competence on HR Performance, which means that the better the employee's service competence, the better the HR performance in carrying out tasks.

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