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THE ROLE OF SERVICE QUALITY AGILITY, COMPETENCE, AND ORGANIZATIONAL COMMITMENT IN IMPROVING EMPLOYEE PERFORMANCE

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Abstract: Employees are assets for the company. Therefore high employee performance can improve company performance in achieving goals. The current research was done to develop a conceptual model related to competency, organizational commitment, service quality agility, and employee performance. In this case, data involved were obtained from 127 BUMN Bank employees. The information was prepared to utilize PLS Structural Equation Modeling. This study suggested service quality agility as a technique to raise worker productivity. The study further revealed that competence and organizational commitment mediated by service quality agility improve employee performance. Therefore, this result supports the hypothesis of the significance of service quality agility in improving employee performance. The findings from this study can be used as a strategy for improving employee performance. This result also strengthens the human motivation theory, in which employees working with suitable competence, high commitment, and high motivation in providing services can improve employee and organizational performance. Future research can focus on service quality agility by expanding the research subject to other business companies related to customer service, and the results may vary.

Keywords: Employee Performance, Competency, Organizational Commitment, Service Quality Agility

CITATION

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INTRODUCTION

Employees are an important asset in companies that must be managed properly so that the companies can achieve their goals. Baldrige (2019) states that there are seven criteria for the high performance: leadership, strategic planning, focus on customers, performance measurement, focus on employees, process management and final results. Based on Malcolm Baldrige Criteria for Performance Excellence, employees are important in improving high-quality performance. The emergence of a phenomenon in which bank employees seem slow in serving customers, less responsive, and seem to favor is the basis for adding one dimension of service quality measurement proposed by Parasuraman et al. (1988). That added dimension is adaptability. The selection of employee performance variables because employees are important assets for the company. In this study, banking was chosen because banking is a service company that provides services to customers, and customer satisfaction with the services provided will affect banking performance.

Studies in management continue to delve further into elements that might boost performance, including competence, perception, personality, motivation, commitment, job satisfaction, job stress, leadership, and compensation (Gibson et al., 2011). Previous research projects have discovered a positive relationship between competence and employee performance (Fitrio and Dewi, 2022; Aprilia et al., 2020; Chen and Kuo, 2022; Dewi et al., 2020; Hu et al., 2021; Ibidunni et al., 2021; Muhara et al., 2020; Rehman et al., 2021). The other research has also shown a positive relationship between organizational commitment and employee performance (Abdullah, 2021; Alqudah et al., 2022; Bhatti et al., 2022; Goetz and Wald, 2022; Sharma et al., 2021; Vuong et al., 2022). In addition, several other studies have also stated that service quality affects the performance of employees (Chaniago et al., 2021; Chaudhary et al., 2020; Yingfei et al., 2022). Furthermore, a few thoughts have also been found that competence does not impact employee performance (Efendi and Yusuf, 2021; Hasibuan, 2020; Nababan et al., 2020; Santara et al., 2020). Other research projects also stated that organizational commitment had no impact on employee performance (Sutopo, 2018; Suwibawa et al., 2018; Fitrio et al., 2020). The incon-

sistent nature of inquiries into the relationship between competence and organizational commitment and employee performance provides prospects for future inquiries into the relationship between competence and organizational commitment and employee performance.

This research is expected to contribute to human motivation theory, where employees who are competent, committed and have agility in providing quality services can motivate themselves to get the highest achievement in improving individual performance, which leads to the improvement of organizational performance. This study tried to find a solution to the inquiry about hole on the impact of competence and organizational commitment on representative execution by offering novelty solutions using a variable that researchers call "service quality agility". Therefore, the purpose of this research was to provide benefits in developing strategies to improve employee performance. This study examines and analyses the impact of competence and organizational commitment on employee performance and the mediating role of service quality agility.

LITERATURE REVIEW

Competence

Wibowo (2014) described competence as the level of skills, knowledge, and behavior possessed by an individual in carrying out the tasks assigned to him in the organization. Allport (1967) further stated several factors that influence competence: knowledge, understanding, values, abilities, attitudes, and interests. Spencer and Spencer (1993) added that competence impacts or influences management development, recruitment, training, performance management, career planning, salary, rewards, and team building. Spencer and Spencer (1993) stated that there are several competency measurement indicators: planning and implementing, serving, leadership, management, cognitive thinking, and mature thinking.

Organizational Commitment

Robbins and Judge (2017) defined organizational commitment as an attachment of emotional employees with special identification and involvement. Porter et al. (1974) mentioned work commitment is another term for organizational commitment. Mowday expressed that organizational com-

mitment can be used to determine workers' propensity to remain with the company. McShane and Glinow (2018) stated that organizational commitment is influenced by trust, willingness, and loyalty. Further, Meyer and Allen (1991) stated that the dimensions of organizational commitment could be measured through several aspects, including affective, continuance, and normative commitment.

Service Quality Agility

According to Kotler and Keller (2018), a product's or service's quality is the sum of all the qualities and traits that impact how well it can meet a certain set of demands. The capacity of service providers to quickly deploy strategies and adapt to the unstable and constantly-changing client environment can be viewed as service quality agility. In the meantime, service quality is a crucial factor that must be considered to provide outstanding service quality, according to Parasuraman et al. (1988). Service quality is a central point for company because it affects customer satisfaction, and customer satisfaction will arise if quality of service is properly provided. Gronroos (1988)

described some factors that influence perceived service quality, including maintaining and paying attention to customers, spontaneity, solving employee problems with customers and improvement. Fitzsimmons (2017) and Parasuraman et al. (1988) explained five dimensions of service quality measurement: reliability, tangibility, responsiveness, assurance, and empathy. In this case, the current study added one dimension, namely adaptability.

Employee Performance

According to Mathis et al. (2017), the definition of performance is what is done or not done by employees. A person's or a group of people's performance is the outcome of the job they have completed in an organization, whether official or informal, public or private, and several elements significantly impact it. Several of these characteristics emphasize the organization's members as the individuals to attain performance. Mathis et al. (2017) further stated that there are six elements of performance, namely quantity of work, quality of work, compatibility with others, presence at work, length of service, and flexibility.

HYPOTHESIS DEVELOPMENT

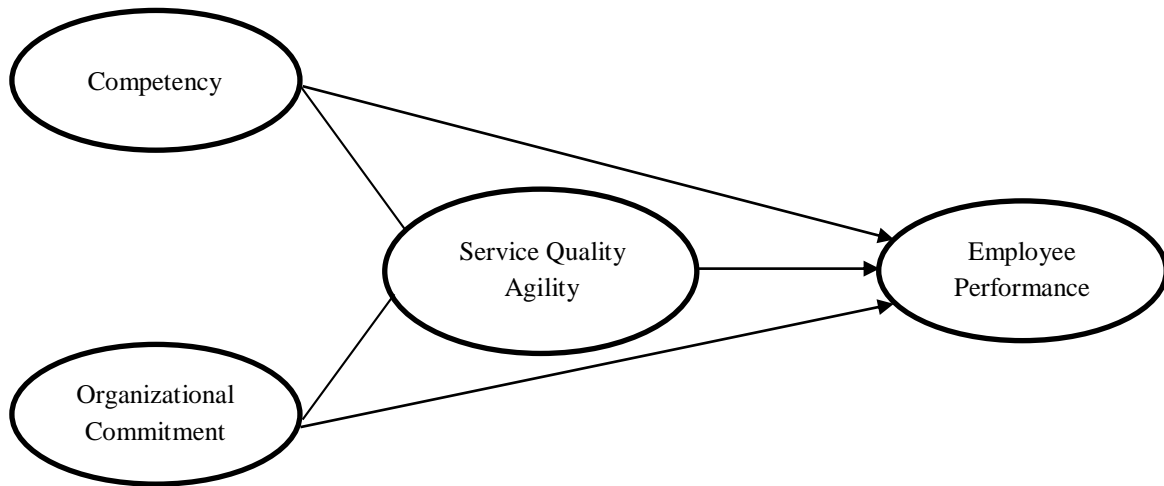


Figure 1. Research Model

This research model consisted of four constructs, which included two exogenous (competency and organizational commitment), one endogenous variable (employee performance, and mediating variable (service quality agility). The research model in this study in the Figure 1.

Competency and Employee Performance

Several previous researchers found that the competence affects the performance of employees (Fitrio and Dewi, 2022; Aprilia et al., 2020; Chen and Kuo, 2022; Dewi et al., 2020; Hu et al., 2021; Ibidunni et al., 2021; Muhara et al., 2020; Rehman

et al., 2021). Meanwhile, other projects also revealed that competency does not affect employee performance (Efendi and Yusuf, 2021; Hasibuan, 2020; Nababan et al., 2020; Suantara et al., 2020). According to the preceding description, the following hypothesis was proposed:

H1: Competence contains a positive impact on employee performance.

Organizational Commitment and Employee Performance

Several studies have been carried out and found that organizational commitment has a positive effect on employee performance (Abdullah, 2021; Alqudah et al., 2022; Bhatti et al., 2022; Goetz and Wald, 2022; Sharma et al., 2021; Vuong et al., 2022). Several studies have also stated that organizational commitment has no impact on employee performance (Sutopo, 2018; Suwibawa et al., 2018; Fitrio et al., 2020). Based on the description above, the following hypothesis is proposed:

H2: Organizational commitment has a positive effect on employee performance.

Competency and Service Quality Agility

Analysts have not found an investigation on the impact of competence on the agility of service quality. But research on the effect of competence on service quality has been carried out (Astarina et al., 2021; Lau and Rodgers, 2021; Schneider and Zielke, 2021). Logically, if employees have high and appropriate competence, they have the potential to improve service quality. Therefore the following hypothesis was proposed:

H3: Competency has a positive effect on service quality agility.

Organizational Commitment and Service Quality Agility

Analysts have not found an inquiry about the impact of organizational commitment on service quality agility. However, research on the effect of organizational commitment on service quality has been done several times previously (Li et al., 2021; Aziz et al., 2021; Abdullah, 2021). Logically, if employees have high organizational commitment, they have the potential to improve service quality consistently. Therefore the following hypothesis is proposed:

H4: Organizational commitment has a positive effect on service quality agility.

Service Quality Agility and Employee Performance

The capacity of employees to deliver services to clients quickly and effectively in response to their needs and circumstances is known as service quality agility. The phenomenon found in banking employees seems to be less responsive and careless in serving customers. Logically, if the service is provided properly and in accordance with customer expectations, it has the potential to improve performance. Several studies have discovered that the agility of service quality affects employee performance (Chaniago et al., 2021; Chaudhary et al., 2020; Yingfei et al., 2022). According to the preceding description, the following hypothesis was proposed:

H5: Service quality agility has positive effects on employee performance.

Service Quality Agility as Mediating Variable of Competency with Employee Performance

No research has found the impact of competence on employee performance using the mediation of service quality agility. A new dimension to this variable is adaptability. The emergence of the adaptability dimension stems from a phenomenon in employees' service of BUMN banking in Pekanbaru City towards customers. The employees' service seems slow, careless, less responsive, and favoritism. Adaptability in this context is the ability of bank employees to adapt in facing their customers so that the services provided can exceed the customers' expectations. Several studies stated that service quality affects employee performance (Chaniago et al., 2021; Chaudhary et al., 2020; Yingfei et al., 2022). Based on description above, the following hypothesis is proposed:

H6: Service quality agility is mediating in the effect of competence on employee performance.

Service Quality Agility as Mediating Variable of Organizational Commitment with Employee Performance

The emergence of the adaptability dimension stems from a phenomenon in employees' service of BUMN banking in Pekanbaru City towards customers. The employees' service seems slow, careless, less responsive, and favoritism. Adaptability in this context is the ability of bank employees

to adapt in facing their customers so that the services provided can exceed customers' expectations. Several studies stated that service quality affects employee performance (Yingfei et al., 2022; Chaniago et al., 2021; Chaudhary et al., 2020). Therefore the following hypothesis is proposed:

H7: Service quality agility plays a mediating role in the effect of organizational commitment on employee performance.

METHOD

Samples and Data Collection

To test the model in this study, researchers took BUMN Bank employees in Pekanbaru City as the research subject. Furthermore, the researchers used a questionnaire with a Likert scale of 1-5 to collect the research data. In this case, 150 online questionnaires were sent to permanent employees of Bank BUMN in Pekanbaru City. The questionnaires returned were 130 questionnaires, and three questionnaires were incomplete. Therefore, questionnaires used in data analysis were 127 questionnaires from 127 BUMN Bank employees in Pekanbaru City. In this case, the result of the work of BUMN Bank employees in Pekanbaru City in quality and quantity according to their job descriptions is considered employee performance. Competence in this study is the level of skills, knowledge

and behavior of the BUMN Bank employees in Pekanbaru City in their job duties. Organizational commitment in this study is the nature of the relationship between BUMN Bank employees in Pekanbaru City in believing in company values and trying to remain part of the company. The agility of service quality in this study is the ability of BUMN Bank employees in the city of Pekanbaru to adapt agilely in providing services to customers.

Variable Measurement

In measuring employee performance, we adopted the concept and indicator development from Mitchell et al. (2001). The employee performance indicators are quality of work, punctuality, initiative, ability and communication. Meanwhile, the competency indicators were adopted from Spencer and Spencer (1993): achievement orientation, concern for order, initiative, interpersonal understanding, customer service orientation, relationship building, and teamwork. Furthermore, the organizational commitment indicators adopted by Meyer and Allen (1991) are affective commitment, continuance commitment, and normative commitment. Last, the agility of service quality indicators was developed by Parasuraman et al. (1988), namely: tangible, empathy, reliability, responsiveness, assurance, and adaptability.

RESULTS

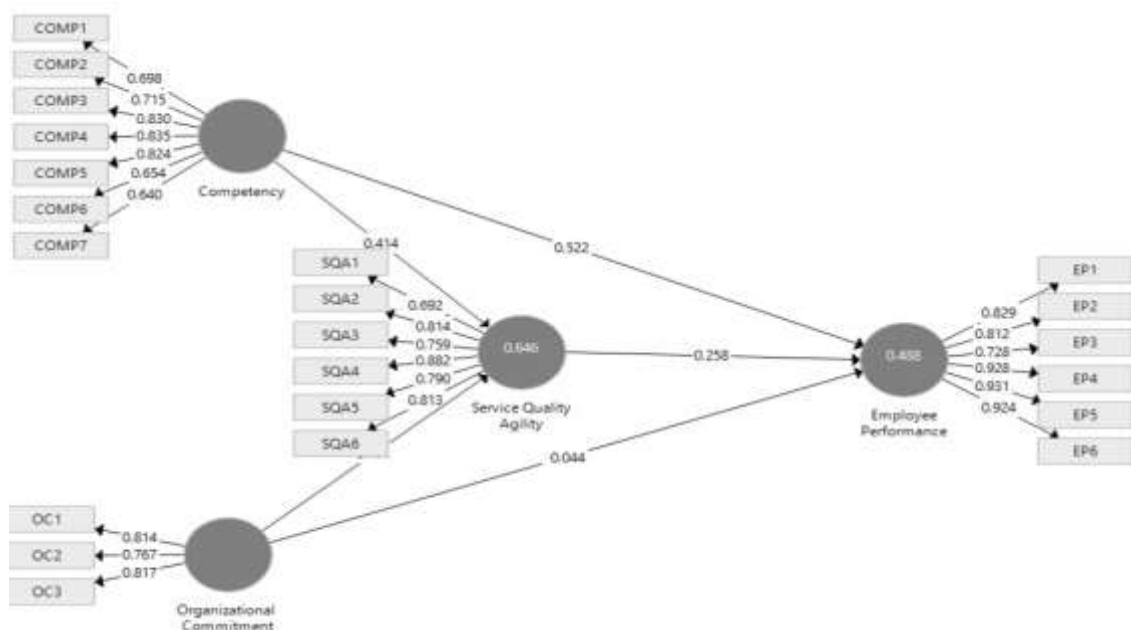


Figure 2. Conceptual Models

Respondents who participated in this study were 127 employees. Regarding educational background, 70% of respondents were undergraduates, and 30% were Masters. The result also reveals that 80% of respondents are hitched, and the majority of respondents have worked for more than 5-10 years. According to the results, it is presented that 55% of respondents aged around 35-45 years. Therefore, it is concluded that the respondents are experienced and mentally mature.

Responses to the factors affecting employee performance were categorized into the high group. In this case, the work quality was the most notable performance indication, while communication was the least significant achievement indicator. Respondents' reactions to competency variables were also in the high category. The most noteworthy ac-

hievement indicator was relationship building, and the lowest achievement indicator was initiative. Furthermore, respondents' reactions to the organizational commitment variable were in the high category, with the most noteworthy achievement indicator being affective commitment and the most reduced achievement indicator being normative commitment. Last, respondents' responses to the variable service quality agility were in the high category. The most noteworthy achievement indicator was empathy, and the most reduced achievement indicator was assurance.

Convergent Validity Test

The result about of merged convergent tests of the information in this consideration is displayed within the taking after Table 1.

Table 1. Factor Loadings

Variable	Indicator	Factor Loading
Employee Performance (EP)	EP1- Quantity of Results	0.795
	EP2- Quality of Results	0.881
	EP3- Punctuality	0.876
	EP4- Attendance	0.892
	EP5- Cooperation	0.876
Organizational Culture (OC)	OC1- Dominant Characteristics	0.727
	OC2- Organizational Leadership	0.878
	OC3- Management of Employees	0.931
	OC4- Organization Glue	0.897
	OC5- Strategic Emphasis	0.829
	OC6- Criteria of Success	0.929
Competency (Comp)	Comp1- Achievement Drive	0.925
	Comp2- Customer Service Orientation	0.890
	Comp3- Work integrity	0.818
Adaptive Millennial Leadership (AML)	AML1- Knowledge	0.927
	AML2- Preference action	0.849
	AML3- Behavior change	0.904
	AML4- Open mind	0.929

Source: SmartpLS 3.0 (2022)

Based on the concurrent legitimacy test in Table 1, the off chance that the figure stacking esteem is <0.5 at that point, it must be evacuated from the demonstration, and the calculated stack-

ing esteem must be re-estimated. By evacuating a few calculate loadings that are less than 0.5, all pointers are utilized to proceed the investigation to the following stage—it is said to meet merged le-

gitimacy in case all calculate loadings are >0.5. Since all calculated loadings in this ponder are > 0.5, it implies that all pointers are substantial to make a variable build.

Discriminant Validity Test

The discriminant test of the information in this consideration is displayed within the taking after Table 2.

Table 2. Cross-Loading Value

Indicator	SQA	OC	Comp	EP
EP1- Quality of Work	0.511	0.459	0.698	0.537
EP2- Quantity of Work	0.530	0.471	0.715	0.545
EP3- Punctuality	0.443	0.464	0.830	0.457
EP4- Initiative	0.453	0.460	0.835	0.456
EP5- Ability	0.427	0.450	0.824	0.447
EP6- Communication	0.697	0.623	0.654	0.487
Comp1- Achievement Orientation	0.570	0.379	0.640	0.536
Comp2- Concern for Order	0.504	0.379	0.574	0.829
Comp3- Initiative	0.474	0.362	0.538	0.812
Comp4- Interpersonal Understanding	0.399	0.438	0.544	0.728
Comp5- Customer Service Orientation	0.567	0.443	0.616	0.928
Comp6- Relationship building	0.577	0.452	0.620	0.931
Comp7- Team Work	0.565	0.433	0.614	0.924
OC1- Affective Commitment	0.573	0.814	0.531	0.462
OC2- Sustainable Commitment	0.503	0.767	0.508	0.361
OC3- Normative Commitment	0.683	0.817	0.516	0.339
SQA1- Tangible	0.692	0.816	0.520	0.347
SQA2- Empathy	0.814	0.467	0.605	0.461
SQA3- Reliability	0.759	0.485	0.386	0.352
SQA4- Responsiveness	0.882	0.658	0.655	0.588
SQA5- Assurance	0.790	0.571	0.605	0.591
SQA6- Adaptability	0.813	0.474	0.601	0.465

Source: SmartPLS 3.0 (2022)

Table 2 has showed that the great discriminant validity in the event that each stacking pointer esteem of an idle variable is more noteworthy than other related factors. The cross-stacking esteem in this thinks about for each marker is more noteworthy than the other idle factors. It appears that each variable has great discriminant validity.

Construct Reliability Test

Average Variance Extracted (AVE) features a value of > 0.5, and Composite Reliability (CR) features an esteem of > 0.7, meaning that the built development is sweet or solid (Hair et al., 2019). The taking after is the Build Construct quality table.

Table 3. Construct Reliability

<i>Variable</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Employee Performance	0.945	0.743
Competency	0.897	0.557
Organizational Commitment	0.842	0.639
Service Quality Agility	0.911	0.630

Source: SmartPLS 3.0 (2022)

Coefficient of Determination (R2)

Table 4. R-Square

<i>Variable</i>	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Performance	0.488	0.475
Service Quality Agility	0.646	0.640

Source: SmartPLS 3.0 (2022)

Table 4 has showed the R2 obtained is 0.67; 0.33; and 0.19, which showed that the demonstra-

Hypothesis Analytics

Table 5. Hypothesis Testing Results

	<i>Original Sample (O)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	<i>Description</i>
Competence -> Employee Performance	0.522	7.796	0.000	Accepted
Organizational Commitment -> Employee Performance	0.044	1.010	0.313	Rejected
Competence -> Service Quality Agility	0.514	7.701	0.000	Accepted
Organizational Commitment -> Service Quality Agility	0.471	5.956	0.000	Accepted
Service Quality Agility-> Employee Performance	0.258	3.061	0.002	Accepted
Competence -> Service Quality Agility -> Employee Performance	0.107	2.856	0.004	Accepted
Organizational Commitment -> Service Quality Agility -> Employee Performance	0.121	2.720	0.007	Accepted

Source: SmartPLS 3.0 (2022)

tion is "good", "moderate", and "weak" (Hair et al., 2019). Based on table 4, the R-Square esteem for the representa-tive execution variable is 0.475, meaning that rate impact of the competency, organizational commitment and benefit quality dexterity factors is 47.5% and categorized as moderate.

Predictive Relevance (Q2)

The Q2 value and the coefficient of determination have the same meaning (R-Square). In other words, when all the Q2 values are greater, the model may fit more to the data. A value of Q Square (Q2) of 0 indicates the model has excellent predictive relevance; conversely, if the Q2 value is less than 0, it shows that the model has less predictive relevance (Hair et al., 2019). The value of Q2 in research can be seen as follows:

$$Q2 = 1-(1-R12)(1-R22)...(1-Rn2)$$

$$Q2 = 1-(1-0.488)$$

$$Q2 = 1-0.512$$

$$Q2 = 0.488$$

The Q2 value obtained was 0.488, indicating that the model can explain the researched variables and that factors other than those analyzed are responsible for the remaining 0.512.

Hypothesis 1

As a result of p-values < 0.05 and t-statistic values are > 1.96, the first hypothesis, which states that competence affects employee performance, is accepted.

Hypothesis 2

As a result of p-values > 0.05 and t-statistic values < 1.96, the second hypothesis, which contends that organizational commitment affects employee performance, is disproved. As a result, there is no correlation between corporate commitment and increased employee performance.

Hypothesis 3

The Third hypothesis, which stated that the competence positively affects service quality agility, is accepted because p-values < 0.05 and t-statistic values > 1.96. It means that competence has an impact on developing service quality agility.

Hypothesis 4

The fourth hypothesis, which stated that organizational commitment impacts service quality agility, is accepted because p-values < 0.05 and t-statistic values > 1.96. It means that organizational commitment has an effect on improving service quality agility.

Hypothesis 5

The fifth hypothesis, which stated that service quality agility positively impacts employee performance, is accepted because p-values < 0.05 and t-statistic values > 1.96. It means that service quality agility has an impact on developing employee performance.

Hypothesis 6

The sixth hypothesis, which stated that service quality agility takes a role in linking the impact of competence on employee performance, is accepted since the p-value obtained is less than 0.05 and the t-statistic value is above 1.96. It indicates service quality agility acts as mediation in improving employee performance. The results prove that the proposed concept of service quality agility plays a role in developing employee performance. To see the nature of the mediation role and whether it exerts a full or partial mediation effect, the researchers calculated the data using the Vari-

ance Accounted For formula. Furthermore, it was stated (Preacher and Hayes, 2008) that The VAF value serves as the foundation for the evaluation criteria for the mediating influence. If the VAF value is greater than 80%, then the mediating variable is fully mediating; if it is between 20% and 80%, then it is partially mediating; and if it is below 20%, then it is not mediating.

$$\text{VAF} = \frac{\text{Indirect effect}}{\text{Total effect}} \times 100\%$$

$$\text{VAF} = \frac{0.514 \times 0.258}{(0.514 \times 0.258) + 0.522} \times 100\%$$

$$\text{VAF} = \frac{0.132}{0.654} \times 100\%$$

$$\text{VAF} = 20.18\%$$

Because 20% < VAF < 80%, then the service quality agility variable partially mediates.

Hypothesis 7

The seventh hypothesis states that service quality agility plays a role in mediating the impact of organizational commitment on employee performance and is accepted because the p-value < 0.05 and the t-static value > 1.96. This result demonstrates that service quality agility acts as mediation in improving employee performance. The formula of Variance Accounted by Preacher and Hayes (2008) could be used for the calculation to see the nature of the mediation role, whether it has the effect of full mediation or partial mediation. Preacher and Hayes (2008) stated that The VAF value serves as the foundation for the evaluation criteria for the mediation effect. If the VAF value is greater than 80%, then the mediating variable is fully mediating; if it is between 20% and 80%, then it is partially mediating; and if it is below 20%, then it is not mediating.

$$\text{VAF} = \frac{\text{Indirect effect}}{\text{Total effect}} \times 100\%$$

$$\text{VAF} = \frac{0.471 \times 0.258}{(0.471 \times 0.258) + 0.044} \times 100\%$$

$$\text{VAF} = \frac{0.121}{0.165} \times 100\%$$

$$\text{VAF} = 73.33\%$$

Because 20% < VAF < 80%, then the service quality agility variable plays partial mediation.

DISCUSSION

The results showed that of the seven hypotheses proposed, only one hypothesis was rejected: the effect of organizational commitment on employee performance. These results prove that service quality agility is the main anchor in improving employee performance. Based on the study's results, it can be seen that the highest loading factor describes the performance of BUMN Bank employees in Pekanbaru, namely indicators of communication, ability and initiative. Leaders must understand that encouraging staff to deliver more nimble service quality is one method for enhancing employee performance.

Competence Has a Positive Impact to Employee Performance

The results of the study showed that competence affected employee performance. It means if competence increases, employee performance will increase too. Wibowo (2014) stated that competence is the degree of knowledge, conduct, and abilities that a person possesses to do the responsibilities delegated to him in an organization. Furthermore, Dewi et al. (2020) conducted a study aiming to analyze how interpersonal communication influences employee performance at the Bank Rakyat Indonesia Rengat Branch, where 103 workers served as the research sample. The study's findings demonstrate the effect of competence on worker performance. Employee performance is unaffected by work stress. The impact of interpersonal communication on employee performance is unaffected by work competence. Personal interaction reduces the negative effects of job stress on employee performance. Likewise, Hu et al. (2021) research that competence influences work involvement and job performance. Work involvement mediates the pro-active influence of personality on job performance. From the description above, it can be concluded that competence affects employee performance. The biggest loading factors on employee performance are initiative, ability and communication, meaning that these three indicators represent the performance achieved by employees.

These results strengthen the human motivation theory, where employees with high competence, high commitment, and motivation to achieve the highest achievement by providing the best services can improve their performance. The results

of this research are in line with employee research (Fitrio and Dewi, 2022; Aprilia et al., 2020; Chen and Kuo, 2022; Dewi et al., 2020; Hu et al., 2021; Ibidunni et al., 2021; Muhara et al., 2020; Rehman et al., 2021).

Organizational Commitment Has No Impact to Employee Performance

The study's findings demonstrate that organizational dedication has little impact on workers' productivity, implying that an increase in organizational commitment will not improve employee performance. The researchers tried to find out why this happened to BUMN Bank employees and revealed the fact that BUMN Bank employees were given targets and evaluated every week so that what was needed was no longer commitment but consistency in achieving the agreed commitments. The lowest loading factor on the organizational commitment variable is continuance commitment, which means that employees are still thinking about whether to remain in the organization or leave. That is one of the reasons that commitment does not affect employee performance. The results of this study do not strengthen the human motivation theory, where employees with high commitment cannot motivate employees to have high performance. The results of this study contradict the investigation conducted by (Abdullah, 2021; Alqudah et al., 2022; Sharma et al., 2021; Bhatti et al., 2022; Goetz and Wald, 2022; Vuong et al., 2022).

Competency Has a Positive Effect to Service Quality Agility

The study's results show that competence affects the agility of service quality, meaning that the more competence is enhanced, the more the service quality agility will increase. These results strengthen human motivation theory, where the employees who have high competence can improve the service quality. The highest indicator of the competency variable is interpersonal understanding, while the highest indicator of service quality agility is responsiveness. Employees who easily understand what customers feel can provide better service quality. It is in line with the study (Astarina et al., 2021; Lau and Rodgers, 2021; Schneider and Zielke, 2021), which stated that the competency influences the quality of the service employees provide.

Organizational Commitment Has a Positive Impact to Service Quality Agility

The study's results revealed that organizational commitment affects the agility of service quality, meaning that the more organizational commitment is enhanced, the more service quality agility will increase. These results strengthen the human motivation theory, where employees who have high competence can improve service quality. The highest indicator of the organizational commitment variable is normative commitment, while the highest indicator of the service quality agility is responsiveness. These two indicators represent each variable, meaning that the desire of employees to stay in the organization motivates employees to provide better service quality to customers or BUMN banking employees in Pekanbaru. These results align with research (Li et al., 2021; Aziz et al., 2021; Abdullah, 2021) which stated that organizational commitment influences the quality of service employees provide.

Service Quality Agility Has a Positive Impact to Employee Performance

The study's implication appeared that Service Quality Agility is an anchor that can improve employee performance. The highest achievement indicators for Service Quality Agility are responsiveness and empathy, while the indicators with the lowest achievements are tangible. It means that the agility of services carried out by BUMN Bank employees in Pekanbaru City by providing high empathy and responsiveness can improve the performance of BUMN Bank employees. That is in line with the study (Chaniago et al., 2021; Chaudhary et al., 2020; Yingfei et al., 2022). Which states the quality of service affects the performance of employees.

Service Quality Agility Mediates the Impact of Competence to Employee Performance

The study's implication showed that Service Quality Agility is an anchor that can improve employee performance through its mediating role. Increasing the agility of employees in providing services to customers is proven to be able to improve performance. More research stated that service quality impacts performance (Chaniago et al., 2021; Chaudhary et al., 2020; Yingfei et al., 2022). The agility of service quality indicators was developed

by Parasuraman et al. (1988), namely: tangible, empathy, reliability, responsiveness, and assurance, by adding one measurement dimension, namely adaptability. Adaptability is employees' ability to adjust services to the customers they face. The study results show that empathy and responsiveness are indicators with the highest performance, meaning that employees with a sense of empathy and quick response have proven to be anchors in enhancing the mediation role of Service Quality Agility in improving performance.

Service Quality Agility Mediates the Impact of Organizational Commitment to Employee Performance

The study's implication showed that Service Quality Agility is an anchor that can improve employee performance through its mediating role. Parasuraman et al. (1988) developed the agility of service quality indicators by adding one dimension of measurement, adaptability. Adaptability is employees' ability to adjust services to the customers they face. More research state that service quality affects performance (Chaniago et al., 2021; Chaudhary et al., 2020; Yingfei et al., 2022). The results of this study indicated that empathy and responsiveness were indicators with the highest performance, meaning that employees served with a sense of empathy and quick response have proven to be anchors in increasing the mediation role of Service Quality Agility in improving performance. The banking sector is a financial services sector. The difference between banks is only in terms of services provided to customers.

IMPLICATIONS

Managerially, service quality agility encourages employee performance improvement. This result also strengthens the human motivation theory, where employees' competence and commitment, accompanied by high achievement motivation through agility in providing services, can improve employee performance.

RECOMMENDATIONS

Future research can focus on service quality agility by expanding the research subject to other business companies related to customer service, and the results may vary.

It is recommended for banking management

pay more attention to the lowest loading factor to be improved, namely timeliness, achievement orientation, relationship building and tangible.

CONCLUSIONS

This research aims to improve human motivation theory through a conceptual model of the service quality agility, competency, organizational commitment, and employee performance variables. The results showed that of the four hypotheses proposed, only one was rejected. The foremost viable path in improving employee performance is the service quality agility mediation path on the impact of competence on employee performance because it has the greatest path coefficient value. It can be concluded that this demonstration can fortify human motivation theory, where employees who work with appropriate competence and high commitment, accompanied by achievement motivation, by providing agile service quality can improve employee performance.

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