

Analysis of Employee Behavior in Improving the Quality of Hajj and Umrah Services in the Industry 4.0 and Society 5.0 Era at the Banjar Regency Office of the Ministry of Religious Affairs

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Abstract

The public service provided by the Office of the Ministry of Religious Affairs (Kemenag) in Banjar Regency focuses on facilitating Hajj and Umrah services. With the continuous increase in the number of prospective Hajj pilgrims in Banjar Regency, it is essential to provide quality services. Employees need to exhibit behavioral competencies to address challenges in the current era, encompassing three aspects: employee behavior in communication and social skills, adaptability and task completion, and technological skills. This research aims to analyze employee behavior in enhancing the quality of Hajj and Umrah services in the era of Industry 4.0 and Society 5.0 at the Ministry of Religious Affairs office in Banjar Regency. This qualitative research adopts a cross-sectional approach conducted over one month. Twenty respondents were selected using convenience sampling. Data were collected, transcribed, translated, and then subjected to directed content analysis to identify main themes. It is observed that employees' behavior in communication and social skills, as well as adaptability and task completion aspects, have been implemented effectively. However, the technological skills aspect is deemed suboptimal. There is a need for improvement in technological skills and a shift in mindset among employees to address the challenges of Industry 4.0 and Society 5.0.

Keywords: Employee behavior, quality of Hajj and Umrah services, industry era 4.0, society 5.0

INTRODUCTION

The development of digital technology in this century continues to grow and be updated. In this century, the world is faced with the digital era of the industrial revolution 4.0 with sophisticated technological facilities and automation to facilitate all human activities in everyday life. Industry 4.0 is based on artificial intelligence (AI), which requires humans to continue learning to use the sophistication of this technology (Shaddiq et al., 2021). In early 2019, the world, including Indonesia, was shocked by a new idea, namely society 5.0 with a

concept built on humans and technology (Aziz, 2022; Tahar et al., 2022). In the era of society 5.0, people in Indonesia are required to coexist with technological sophistication, so that human resource (HR) competition must be improved. HR must be able to compete in utilizing the technology and innovations presented in this society 5.0 era, especially for employees who are dealing with the service section so that the quality of service they provide can satisfy customers and the public (Kurniawan, 2020). Public demands for the quality of public services are still a concern, because the public still thinks that the public services they get are still not in accordance with what they expect, in other words, the quality of service they get is still low, especially public services in the government sector, including Hajj and Umrah services (Afriani, Bahri, and Ishak, 2020). Actually, the Indonesian government has implemented a computerized management system in order to facilitate the registration process, departure, return and other matters related to data into an Integrated Hajj Computerized System (SISKOHAT) application. This system was formed in order to maximize the services of Indonesian pilgrims in the digital era of the industrial revolution 4.0, which should be able to serve online and realtime (Suzami, Hudaya and Rodianto, 2021). However, there is a registration limit policy in each year with the number of prospective pilgrims registering from year to year which continues to increase in Indonesia, including in Banjar Regency and frequent access disruptions to the application, this has made many complaints from prospective pilgrims and Umrah applicants (Indahsari, 2018; Afriani, Bahri, and Ishak, 2020).

The number of Hajj registrants in Banjar Regency increased at the end of November this year 2023 by 19.7% compared to 2022 (Ministry of Religious Affairs of Banjar Regency, 2022). With the increasing number of prospective pilgrim registrants in Banjar Regency, so that in addition to being supported by computerized applications. The services provided by the Hajj and Umrah worship section must also be supported by the behavior of Human Resources (HR) in providing services to prospective pilgrims. Good HR behavior in serving pilgrims and providing the information needed must be carried out by employees in the Hajj and Umrah service section, so that the community is not disappointed if they are not included in the departure quota and or cannot register due to incomplete supporting documents. In addition to good behavior in serving, they are also required to be able to operate the SISKOHAT application properly, even though access is often constrained. This is in accordance with the challenges that must be done in the era of society 5.0 today. In the era of society 5.0, there are three aspects of employee behavior competencies that must be developed, namely (1) interpersonal competence in communication including social skills, (2) interpersonal competence in adapting and completing tasks and (3) skills in technology (Tahar et al., 2022).

Based on this, it is necessary to analyze the behavior of human resources, in this case employees in the Hajj and Umrah service section of the Ministry of Religion of Banjar Regency in order to prepare innovative, creative, and highly competitive human resources according to technological developments, so that human resources can prepare themselves to answer the challenges of the era of society 5.0 and provide the best quality service to the community. This study aims

to describe and analyze employee behavior in improving Hajj and Umrah services in Banjar Regency.

RESEARCH METHODS

Study Area

This research is a qualitative study with a cross sectional approach. The implementation time lasted for 1 month, from early November to early December 2023. The research location was carried out in the Hajj and Umrah service section of the Banjar Regency Ministry of Religious Affairs (Kemenag) Office. The focus of this research is the behavior of employees in the Hajj and Umrah service department which includes 3 aspects of behavioral competence, namely (1) behavior in communication including social skills, (2) behavior in adapting and completing tasks and (3) behavior in technological skills, in order to improve service quality.

Selection of research informants

The researchers used convenience sampling technique to select the desired participants. In this study, participants consisted of informants from the public as service users as many as 7 people, employees in the Hajj and Umrah service section as many as 6 people (ASN and freelance officers), employee performance appraisal officials at the Banjar Regency Ministry of Religion as many as 2 people (section head and office head) and appraisal officials from the South Kalimantan Provincial Office as many as 2 people (section head and head of field) and 3 people from bank employees, as work partners. Thus, the number of informants from the study was 20 people. Category selection informants based on their ability to effectively answer questions related to the study objectives.

Data collection

In-depth interviews were conducted using a semi-structured questionnaire covering several issues related to aspects of (1) behavior in communication and social skills, (2) behavior in adapting and completing tasks and (3) behavior in technology skills, in order to improve service quality. Behavior in communicating and social skills is the behavior of employees in communicating with the community, colleagues and superiors. behavior in adapting and completing tasks is the behavior of employees in completing service performance in accordance with Standard Operating Procedures (SOP) and Hajj and Umrah service performance targets (SKP) while behavior in technological skills is the ability of employees to complete their duties, especially related to the application of computerization and the development of innovations made by employees on technology. The duration of the interview varied, between 30 and 40 minutes. The interviews were audio-recorded and then transcribed and translated.

Data analysis

The data was analyzed using a directed content analysis approach to find the main themes. The researcher analyzed all qualitative comments obtained into more general groups according to the purpose of this study. The data was then thoroughly analyzed, with key findings and quotes organized and categorized in a

Microsoft Excel table, using topic- or theme-based coding. The research team selected the most effective quotes and included them in the findings.

RESULTS AND DISCUSSION

Results Participants

The participants in the study were 20 people who were considered to be able to answer the objectives of this study, with the characteristics of the participants as in table 1 below:

Table 1. Characteristics of Participants

N	Gender	Position	Length of Service (Years)	Age (Year)
P1	Male	Head of Regional Office of Ministry of Religious Affairs Prov	2	54
P2	Male	Head of Hajj & Umrah Regional Office	1	52
P3	Male	Head of the Office of the Ministry of Banjar	1	55
P4	Male	Head of Hajj & Umrah Section of the Banjar	1	39
P5	Male	Service staff	3	44
P6	Male	Service staff	1,6	43
P7	Male	Service staff	2	35
P8	Female	Service staff	2	39
P9	Female	Service staff	3	43
P10	Male	Service staff	1	38
P11	Male	Bank Employee	4	42
P12	Female	Bank Employee	2	44
P13	Female	Bank Employee	1	40
P14	Male	Service users/community		58
P15	Male	Service users/community		49
P16	Male	Service users/community		47
P17	Male	Service users/community		29
P18	Female	Service users/community		25
P19	Male	Service users/community		38
P20	Male	Service users/community		59

Based on table 1. The characteristics of the respondents are on average in the adult age range, with varying gender and length of service. The characteristics of these respondents are considered capable of explaining and answering well all

the questions used to answer the objectives of this study, so that further data analysis can be carried out.

Employee Behavior Analysis

Analysis of employee behavior in order to improve services in the Hajj and Umrah service section at the Banjar Regency Office of the Ministry of Religion is carried out based on an analysis of employee readiness in developing their competencies in dealing with the 5.0 era by containing 3 aspects of behavior development that must be carried out. The results of the analysis of these 3 aspects are as follows:

1. Employee behavior in communication and social skills

Employee behavior in communicating and social skills based on the results of data analysis in this study is considered quite good. behavior in communicating and socializing skills in this study is assessed based on employee behavior in communicating with the community, colleagues and superiors. In terms of communication and social skills towards the community, employee behavior is considered very good, as evidenced by the absence of complaints from the community, both complaints published in the mass media or social media and complaints submitted personally. In addition, the Banjar District Ministry of Religious Affairs has also conducted a survey. service satisfaction in Semester 1 of 2023 with the results of answers from the public who stated that they were satisfied with the services that had been provided. This is also supported by quotes from informants as follows:

... "there are no complaints, even though we come during break time or when they want to go home, we are still served well, they just smile and do not drive us away. But sometimes, because of the large queue, we have to wait a long time to be served"...(Community informant)

Likewise, the results of the analysis of communication behavior and social skills assessed based on communication with colleagues, superiors and work partners, the results of the analysis of the assessment are also stated to be quite good, but several obstacles were found in achieving good service due to the large number of prospective Hajj applicants in Banjar Regency causing some communication and social skills of employees not optimal:

... "communication with employees in the field of Hajj is good, they are usually quick to respond if given directions"...(assessment official of Banjar district Ministry of Religious Affairs)

... "usually when it comes to communication, the Hajj section of Banjar district is quick to respond, although sometimes the reports are delayed several times from the set time to be sent, we just understand because they are busy, one of the districts that also has a high number of Hajj registrants in South Kalimantan"...(regional office assessment official)

... "We always communicate, for example there are missing files and others, I have all the contacts of the service employees, so if one cannot be contacted, the others can still coordinate, but sometimes if there is a lot of queue, we have to wait patiently for their chat reply."...(Bank employee informant)

2. Employee behavior in adapting and completing tasks

Employee performance appraisal in the Ministry of Religious Affairs has actually included an assessment of employee behavior contained in the Decree of the Minister of Religious Affairs No. IX.

912 of 2021 concerning the Performance Management System for Civil Servants at the Ministry of Religion, the performance appraisal contains employee performance outcomes that are assessed based on key performance outcomes, behavioral values and additional task values. The assessed behavior is based on 6 aspects that support performance, namely service orientation, integrity, commitment, discipline, cooperation and leadership. Behavioral assessment is carried out by direct supervisors using the 3600 method. The results of the behavioral scores of the Hajj service employees listed in the 2022 performance score achievement document, each employee achieved a good score. Based on the results of the analysis in this study, the value of employee behavior in adapting and completing tasks has been assessed as eligible and good value. This is evidenced by the value of the performance achievements they produce, as expressed by one of the following informants:

... "yes, the performance of our employees is on average with good performance achievements, the only obstacle is the assessment for freelance employees, there is no standardized rule from the office"...(Informant of the assessment official of the Ministry of Religious Affairs, Banjar District).

... "in our office, we have carried out the division of tasks in accordance with the duties and functions and assessed according to the performance results in accordance with existing regulations and on average their achievements are good"...(Informant of the assessment official of the Ministry of Religious Affairs, Banjar District).

... "In our opinion, the service we feel is good, there are no complaints, but if there are many guests, the service is a little slow, it is natural that there are many people to serve."...(Community informant)

Based on some of these quotations, it can be seen that the behavior of Hajj service employees at the Ministry of Religious Affairs of Banjar Regency can carry out their duties well, but is constrained by the rules for evaluating freelance employees for which there are no standard rules.

3. Employee behavior in technology skills

In order to improve the ease of Hajj and Umrah services in Indonesia, the government has used the SISKOHAT application, which is a Hajj service data collection system that utilizes technology and communication services between the Indonesian government and Saudi Arabia. The results of the assessment of employee behavior in technology skills in this study are considered less than optimal, as evidenced by several expressions from Hajj section employees as follows:

... "honestly, because of my age...I often have difficulty in operating the application, often ask for help from friends in operating it, it's actually annoying, my friends are bothered."...(Hajj section employee informant)

... "yes, I admit, there are some employees who are a little slow when dealing with computerized systems, we need refreshers such as training, we have to be patient to train them, but when dealing with the public, our employees are

good." (Informant of the assessment official of the Ministry of Religious Affairs of Banjar District)

... "the input data from kab. Banjar is often updated late, either because of network access constraints, or because they are busy serving pilgrims."...(Informant of regional assessment official)

The same thing was felt by the community and partners, with the following quote:

... "we often feel that we are waiting too long, the information from the staff is constrained by the network"...(Community Informant)

... "we live far away, if we wait a long time for the registration input, it could be until night before we get home."...(Community informant).

... "Our problem is that sometimes we have to wait a long time to input files from the Ministry of Religious Affairs, we don't know the reason why."...(Bank employee informant)

From these quotations, it can be concluded that the obstacles to employee behavior are that there are employees who are still not optimal with technology, akses.

The application and the large number of Hajj enthusiasts in Banjar Regency require technological innovations that can help facilitate prospective pilgrims in registering or completing Hajj files.

Discussion

Human resources are an important component in achieving organizational goals, especially in the service sector (Apriliana and Nawangsari, 2021). Even though in this era, many sophisticated technologies have been created that make it easier for humans, the service sector still requires human resources who deal directly with the public. Based on the Decree of the Minister of Administrative Reform number 63 of 2003 concerning general guidelines for the implementation of public services, describing public services as service activities organized by public service providers as an effort to meet the needs of service recipients and the implementation of statutory provisions. Public service providers in this case include government agencies which include work units / organizational units of the Ministry, non-departmental government agencies, secretariats of the highest and highest state institutions, and other government agencies both central and regional as well as state-owned enterprises (Indahsari, 2018).

The implementation of public services carried out by the Ministry of Religion is the Hajj service to the community. The services provided include starting from administrative services for registration and completing files, guidance, protection, implementation and even post-Hajj implementation as stipulated in Law number 13 of 2008 concerning the implementation of the Hajj (Herman and Rahmita, 2018). The quality of public services is one measure of the success of the services provided (Maryam, 2016; Indahsari, 2018). The more people feel satisfied in the services provided, the more quality the services provided (Awaliyah, 2020), so that in order to provide quality services to satisfy the community, quality human resources are also needed, especially in behavior.

Human behavior is formed from all the activities he has gone through and

focuses on goals and is motivated by the desires he has consciously or unconsciously to achieve these goals. In an organization, organizational behavior is formed from the behaviors of humans in the organization, so that one of the goals of achieving the organization can be determined from HR behavior (Nurdin, 2019). The results of the analysis of employee behavior in this study, from the aspect of employee behavior in communication and socialization skills are considered good. This is a value that must be maintained in providing services to prospective pilgrims and pilgrims of Hajj and Umrah in Banjar Regency, even though there is a possibility of changing employees, but this behavior must still be learned for employees.

New employees who replace them later. Behavior in good communication and socialization in the process of conveying messages and information, which is conveyed from the government organizers, namely employees of the Hajj and Umrah services of the Ministry of Religious Affairs of Banjar Regency to the community or public, can be received properly and cause the same understanding and do not cause misunderstanding between employees and the community, so as to achieve optimal public service quality. Good public services must go through effective communication by containing the value of caring, sharing, and having the value of justice and public interest (Nurdin, 2019).

Furthermore, the results of behavior analysis in the aspects of adaptability and ability to complete tasks are also considered to have been well realized and in accordance with the SOP. Behavior in this aspect must be maintained and improved by employees of the Banjar District Ministry of Religious Affairs, not only by completing their tasks, but also by employees who can provide more value in completing their tasks than those assigned to them or commonly referred to as organizational citizenship behavior (OCB). According to Organ et al, there are 5 dimensions in OCB, namely employee behavior to help colleagues complete tasks, voluntary behavior to do tasks that are not their responsibility, behavior to tolerate less editorial conditions without objection, behavior to maintain good relations with colleagues and behavior dedicated and responsible for the success of the organization (Ahdiyana, 2015). This OCB behavior can increase the value of the quality of Hajj and Umrah services at the Ministry of Religious Affairs of Banjar Regency.

However, what still needs attention from the Ministry of Religious Affairs of Banjar Regency is the lack of employee behavior in the aspect of technological skills. In the industrial revolution 4.0 and the era of society 5.0 today, it is actually designed to facilitate human activities with sophisticated and ever-evolving technology. But behind the convenience, of course there are challenges that must be faced, one of which is the weakness of human resources in operating the technology itself due to lack of knowledge or being too lazy to learn new things (Tahar et al., 2022; Andiny, 2023). Although, according to the results of the public satisfaction survey conducted by the Ministry of Religious Affairs of Banjar Regency on the quality of service shows good value and there has never been a complaint on social media or personally from the public, but the existence of employee behavior towards less than optimal technological skills can hamper the performance of Hajj and Umrah services at the Ministry of Religious Affairs of Banjar Regency.

The Ministry of Religion of the Republic of Indonesia, has made efforts so that services in the field of Hajj and Umrah to the public can be easier with the SISKOHAT application. This application has undergone several improvements from what was Gen-1 to Gen-2, from Gen-2 it has also gone through several versions, namely version 1, 2, 3 and finally version 4 .

Hajj registration services have become faster, easier and simpler for the public. Previously, people had to come to the Ministry of Religious Affairs office four times, which required a lot of time and money, especially for people with distant domiciles, with the latest version of SISKOHAT, the flow was cut to only two times. Several studies have also stated that there is a significant effect with the SISKOHAT application on Hajj and Umrah services (Munawaroh, Mudhofi and Susanto, 2017; Afriani, Bahri, and Ishak, 2020; Suzami, Hudaya, and Rodianto, 2021).

With this new innovation, it certainly requires employees with skilled behavior towards this technology. skills towards technology can be done by increasing employee competence through education, training and development (Hayati and Yulianto, 2021) Several studies have tested the significant influence of education, training and development with increasing employee abilities (Budiono, Muchlis and Masri, 2018; Hayati and Yulianto, 2021; Rahmadin, Saleh and Esabella, 2022). In addition, changes in mindset also need to be made in order to improve behavior in technological skills. In facing the industrial revolution 4.0 and society 5.0 requires employees to improve their abilities, not only in technical work but also in changing mindsets. There are 2 (two) human perspectives in responding to change, namely the first is a fixed mindset or those who lack a resilient spirit in facing challenges and give up easily and the second is a growth mindset, namely those who are open to change and utilize these changes as opportunities for growth. In facing the challenges of changing eras, where now faced with the era of industry 4.0 and society 5.0, it is certainly expected that all employees in the service sector have a growth mindset. However, it cannot be denied, there are still some employees who are afraid of change and are too comfortable with their position on the grounds that they are too old to develop and others (Tahar et al., 2022),

Preparing quality human resources through changes in mindset is certainly not a n easy thing, mindset must not only be understood but also must continue to be trained which must be done quickly and pleasantly. Fast so as not to be late with the technology that continues to develop and fun so that the changes made are not forced, firmness of intention and high self-awareness. changes in employee mindset can also be made with the support of leaders and coworkers (Utaminingsih, 2014). With the growth mindset of employees, employees will be able to prepare themselves for the era of industry 4.0 and society 5.0 and become employees who behave well in providing quality Hajj and Umrah services to the community.

The limitation in this research is that it does not measure aspects of employee behavior as a whole. this research only analyzes behavior in aspects that are in accordance with The purpose of the research, so that it can be taken into consideration for further research.

CONCLUSION AND SUGGESTIONS

Employee behavior in improving Hajj and Umrah services in the era of society 5.0 at the Banjar District Office of the Ministry of Religious Affairs is assessed based on 3 aspects, namely (1) behavior in communication and social skills, (2) behavior in adapting and completing tasks and (3) behavior in technology skills. The aspects of employee behavior in communication and social skills as well as aspects in adapting and completing tasks are considered to have been implemented well, but the aspect of technological skills is still considered less than optimal. It is necessary to improve technological skills with education, training and employee development as well as changes in the mindset of employees in order to answer the challenges of the industrial era 4.0 and society 5.0.

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