

The Influence of Human Resource on Employee Performance and Organizational Commitment in the Road Transport Sector: A Study of Riau Province Transportation Service

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ABSTRAK

Penelitian ini bertujuan untuk mengetahui Capaian Kinerja Pegawai Negeri Sipil Bidang Angkutan Jalan Dinas Perhubungan Provinsi Riau dalam melaksanakan tugas dan fungsi serta dukungan Komitmen Organisasi. Adapun Penelitian ini menggunakan Metode Pendekatan Kualitatif dimana Penulis langsung mengamati Fenomena permasalahan yang terjadi dengan menganalisis secara mendalam disertai dengan pendekatan deskriptif. Hasil Penelitian ditemukan dan diperoleh antara lain 1). Kinerja Pegawai Negeri Sipil dikategorikan Baik, namun jika dihubungkan dengan Tugas dan Fungsi berdasarkan Peraturan Gubernur Riau Nomor 61 Tahun 2021, belum berjalan secara maksimal dengan disiplin kerja yang rendah, kurang cakupannya pegawai dalam memahami dan menyelesaikan pekerjaan yang diberikan serta komunikasi antar pegawai tidak efektif; 2). Kompetensi yang dimiliki Pegawai Negeri Sipil belum memadai dikarenakan minimnya minat dari masing-masing pegawai akan mengikuti Diklat teknis; 3). Komitmen Pegawai Negeri Sipil dikategorikan kurang baik diakibatkan kurang memahami akan pentingnya menjalankan fungsi pekerjaan tersebut. Hal ini dilihat dari Pencapaian Kinerja, Motivasi dalam bekerja dan situasi kerja yang tidak maksimal atau rendah. Selain itu hubungan kerja antara komponen Pimpinan dengan staf ataupun anggota begitu juga sebaliknya dikategorikan Tidak Berjalan Baik dikarenakan Kurangnya Pimpinan melakukan Pembinaan beserta Memotivasi Staf untuk Menjalankan Pekerjaan sesuai Tujuan Bidang Angkutan Jalan Dinas Perhubungan Provinsi Riau.

Kata Kunci : Kinerja, Kompetensi, Komitmen

ABSTRACT

This research aims to assess the performance of Civil Servants within the Road Transport Sector of the Riau Province Transportation Service in fulfilling their duties and supporting Organizational Commitment. Employing a qualitative approach, the study involves direct observation and in-depth analysis of existing phenomena using a descriptive method. Key findings include: 1) Civil Servants' performance is generally rated as satisfactory, but falls short in optimizing adherence to Riau Governor Regulation Number 61 of 2021 due to issues such as low work discipline, inadequate competence in task completion, and ineffective inter-employee communication; 2) Competency among Civil Servants is hindered by low engagement in technical training initiatives; 3) Organizational Commitment is notably low, reflecting insufficient awareness of the significance of their roles. Additionally, suboptimal work motivation and inadequate working conditions are evident. Furthermore, the relationship between leadership and

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staff is characterized by inadequate guidance and motivation, posing challenges to achieving the objectives of the Road Transport Sector of the Riau Province Transportation Service.

Keywords: Performance, Competence, Commitment

Introduction

State Civil Servants have substantial influence in driving organizational development. The quality of these human resources, managed with professionalism and measurable criteria, crucially impacts an organization's trajectory. Ensuring alignment between employee needs and organizational capabilities is pivotal for fostering development and progress.

To effectively optimize organizational outcomes, it is imperative to have a framework for measuring human resource performance. According to Dessler's theory as cited in Dharmawan (2016), performance encompasses goal setting, assessment, and developmental processes integrated into a unified system. This integration aims to ensure that employee performance actively contributes to achieving the organization's strategic objectives (Dharmawan, 2016).

Presently, observations indicate suboptimal performance among Civil Servants in the Road Transport Sector of the Transportation Service. This underperformance is evident in their execution of duties and responsibilities, as outlined in Riau Governor's Regulation Number 61 of 2021. Issues include inadequate support for transportation competence training among sector employees and a noticeable lack of commitment to their duties. Furthermore, deficiencies in technical communication between leadership and staff exacerbate these challenges.

Muhammad Fadhil's research in 2016 revealed that competencies encompassing knowledge, skills, and attitudes significantly and positively impact employee performance. Among these variables, skills were identified as having the greatest influence.

Employee performance among Civil Servants is measured against specific benchmarks, contrasting with private organizations that involve more decision-making and stakeholder considerations. Law Number 5 of 2014 on State Civil Servants stipulates in Article 76 that performance assessment of civil servants must incorporate individual and organizational performance planning, focusing on targets, achievements, outcomes, benefits, and behavioral aspects. This assessment is conducted objectively, measurably, accountably, participatively, and transparently by leadership, as mandated by Riau Governor Regulation Number 61 of 2021.

Competence is a crucial factor in enhancing employee performance, encompassing the knowledge and skills that individuals possess to effectively fulfil their duties and elevate professional standards. According to Spencer (2013), competence defines individuals' behaviors

and thoughts, aligning situations and supporting consistent, long-term success. It serves as a fundamental attribute linked to criteria for achieving superior or effective job performance.

Additionally, Sudarmanto (2016) describes competency as the blend of knowledge, skills, attitudes, and behaviors required by Civil Servants (*PNS*) to professionally, effectively, and efficiently carry out their official duties.

Law Number 5 of 2014 underscores three essential competencies that *ASN* employees must possess: technical competence, managerial competence, and socio-cultural competence. Technical competence is evaluated based on educational background, specialized training, and technical work experience. Managerial competence is assessed through educational attainment, managerial training, and leadership experience. Socio-cultural competence involves evaluating experience in managing diverse societal aspects such as religion, ethnicity, and culture, thereby fostering a national perspective.

The aim of enhancing competency is to establish the expected performance level for employees within an organization. Employee competency encompasses fundamental attributes such as thinking patterns, behaviors, and actions, which collectively reflect an individual's competence. These attributes are sustained over time, contributing to an employee's recognition as competent..

According to Presidential Regulation of the Republic of Indonesia Number 40 of 2015, the Ministry of Transportation of Indonesia is mandated with overseeing governmental affairs in the transportation sector to support the President in managing the State Government. The Ministry performs several key functions: 1) Formulating and establishing policies pertaining to service delivery, transportation safety and security, and enhancing accessibility, connectivity, and capacity of transportation facilities and infrastructure, 2) Implementing policies in the areas of service delivery, transportation safety and security, and enhancing accessibility, connectivity, and capacity of transportation facilities and infrastructure and 3) Providing technical guidance and supervision to ensure the effective implementation of policies related to service delivery, transportation safety and security, and the enhancement of transportation facilities and infrastructure.

According to Regulation Number 61 of 2021 issued by the Governor of Riau, which outlines the positions, organizational structure, duties, functions, and work procedures, the Riau Province Transportation Service is mandated to support the Governor in managing government affairs within the Transportation Sector, which falls under regional authority and delegated tasks. The functions of the Riau Province Transportation Service include: a) Formulating and drafting policies for the Secretariat, Road Traffic Sector, Road Transport Sector, Shipping Sector, and Transportation Development Sector. b) Implementing policies for the Secretariat, Road Traffic

Sector, Road Transport Sector, Shipping Sector, and Transportation Development Sector. c) Conducting evaluation and reporting for the Secretariat, Road Traffic Sector, Road Transport Sector, Shipping Sector, and Transportation Development Sector. d) Managing administrative tasks for the Secretariat, Road Traffic Sector, Road Transport Sector, Shipping Sector, and Transportation Development Sector. e) Undertaking other duties assigned by the Governor related to their responsibilities.

Within the Riau Province Transportation Service, the Road Transport Division oversees the On-Route and Off-Route People Transport Section, the Safety and Facilities Engineering Section, and the Young Expert Policy Analyst. This division is responsible for coordinating, facilitating, monitoring, evaluating, and reporting on on-route and off-route people transport, safety and engineering facilities, as well as integrated urban transport and mode integration. Below is the Educational Competency Levels Table for Road Transport Employees of the Riau Province Transportation Service:

Table 1.
Road Transport Employees by Education Background

Jabatan	Pangkat	Syarat Pendidikan Minimal	Pendidikan Terkini
Kepala Bidang Angkutan	Pembina	S1/D4 Sekolah Perhubungan atau Disetarakan	S1 Teknik
Kepala Seksi Angkutan Orang Dalam Trayek dan Tidak Dalam Trayek	Penata	S1/D4 Sekolah Perhubungan atau Disetarakan	S1 Ekonomi S2 Manajemen
Kepala Seksi Keselamatan dan Teknik Sarana	Penata	S1/D4 Sekolah Perhubungan atau Disetarakan	D4 Pemerintahan S2 Pemerintahan
Analisis Kebijakan Ahli Muda	Pembina	S1/D4 Sekolah Perhubungan atau Disetarakan	D4 Pemerintahan S2 Manajemen Pemerintahan Daerah
Staf Bidang Angkutan	Penata Tingkat I	S1/D4 Sekolah Perhubungan atau	S1 Teknik
	Penata	Disetarakan	S1 Pemerintahan
	Penata Muda Tingkat I		S1 Ekonomi
	Penata Muda		S1/D4, D3 dan D2 Sekolah Kedinasan
	Pengatur Pengatur Muda Tingkat I (Honoror)		Kementerian Perhubungan

Source: Riau Province Transportation Service, 2023

As presented in Table, the total number of Civil Servants (ASN) in the Road Transport Sector of Riau Province Transportation Service is 16, comprising 7 individuals educated at Ministry of Transportation official schools and 9 without such education. This situation underscores challenges within this technical Regional Government Organization. Issues include suboptimal performance aligned with Riau Governor Regulation Number 61 of 2021, insufficient support for Transportation Training Competency among Road Transport Sector employees, and limited commitment to duties due to technical understanding gaps between leadership and staff.

These phenomena are pivotal for the author's journal research titled "**The Influence of Human Resources on Employee Performance Competence with Organizational Commitment in the Road Transport Sector of Riau Province Transportation Service.**" The research aims to: 1) Assess employee performance in the sector; 2) Identify communication and competency training factors crucial for employee support; 3) Measure employee commitment to fulfilling job responsibilities.

Research Methods

This research employs qualitative methodology. Qualitative research, as described by Sugiyono (2013), is primarily descriptive and involves detailed analysis. The study focuses on Human Resources within the Riau Province Transportation Service, specifically exploring employees' competence and commitment within organizational contexts.

Yusuf (2019) discusses qualitative research methods, highlighting the use of "social situation" rather than "population" or "sample" to denote the group under study. A social situation comprises three interconnected elements: place, informant, and activity. Sugiyono (2013) outlines the data sources utilized in research, distinguishing between primary data gathered through direct observation, interviews, and documentation, and secondary data obtained from pre-existing sources like files, documents, books, journals, websites, reports, and government records. The research employed data collection methods such as direct observation, interviews, and documentation. For data analysis, Interactive Model of Analysis was employed through data reduction, data presentation, and drawing conclusions, followed by verification (Sugiyono, 2013).

Results and Discussion

A previous study conducted by Ade Dony Firmansyah (2020) demonstrated a significant correlation between human resource competencies and employee performance. These competencies include achievement orientation and a focus on helping and serving others.

The effective execution of job duties and responsibilities within an organization depends crucially on the performance, competence, and commitment of its human resources. Therefore, the author aims to delve deeper into analyzing the various issues and phenomena affecting Civil Servants (ASN) in the Road Transport Sector of the Riau Province Transportation Service.

1. Performance

Performance represents a critical phenomenon and challenge within any organization or agency. Achieving satisfactory and optimal employee performance requires a deliberate process

and continuous evaluation. According to Kasmir (2019:184), performance denotes the outcomes achieved in fulfilling assigned tasks and responsibilities within a defined timeframe.

Success in enhancing employee performance is intricately linked to effective human resource management across individual, organizational, and group levels. Human resources profoundly influence organizational management, meaning that achieving performance aligned with expectations hinges on individuals possessing the requisite skills and capabilities necessary for fulfilling organizational tasks and functions.

Organizations seek employees capable of delivering superior, efficient, and precise work performance. According to Kasmir (2019:189), factors influencing employee performance include specialized skills and knowledge, job design, personality traits, motivation, leadership, management style, organizational culture, job satisfaction, work environment, loyalty, commitment, and adherence to work discipline (Kasmir, 2019).

In an organizational context, employee performance varies and is influenced by several factors. According to Afandi (2021:86–87), these factors include ability, personality, interest in work, clarity and acceptance of roles, worker motivation, competence, work facilities, work culture, leadership, and work discipline (Afandi, 2021).

Similarly, Kasmir (2019:189–193) identifies factors impacting performance such as ability, expertise, knowledge, job design, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline ((Kasmir, 2019).

In organizations, discipline, knowledge, and a conducive work environment are crucial. Discipline refers to adhering to laws and regulations, while work discipline involves aligning one's activities with the organization's agreements. Knowledge fosters creativity in planning activities toward organizational goals. A supportive work environment enhances personal comfort and facilitates effective task completion.

Based on the findings of the study on Civil Servants in the Road Transport Sector of the Riau Province Transportation Service, employee performance is generally categorized as good. However, concerning the Duties and Functions stipulated in Riau Governor Regulation Number 61 of 2021, optimal performance has not yet been fully achieved. This is evidenced by the attainment of Annual Employee Performance Targets (SKP).

2. Work Environment

According to Kasmir (2019:192), the work environment encompasses the atmosphere and conditions surrounding the workplace, which include physical aspects such as room layout,

facilities, infrastructure, and interpersonal relationships with colleagues (Kasmir, 2019). On the other hand, Afandi (2021:65) defines the work environment as everything surrounding an employee that can influence their task performance, such as air conditioning, adequate lighting, and other amenities (Afandi, 2021). Specific indicators of the work environment include workplace lighting, windows, color schemes, decorations, background music, air temperature, and humidity (Afandi, 2021).

In the Road Transport Sector of the Riau Province Transportation Service, the current work environment has not fostered a productive, harmonious, or cohesive atmosphere among both leadership and staff. This deficiency has inadvertently contributed to a negative work culture. Individuals within the organization are keenly aware of these challenges.

3. Work Discipline

According to Wahjono (2020:140), discipline involves the implementation of organizational standards, emphasizing the management's role in enforcing these standards (Wahjono, S. imam, Marina, A., Wardhana, A., & Darmawan, 2020). Conversely, Afandi (2021:11) defines work discipline as regulations set forth by organizational management to ensure members adhere to established rules, fostering behaviors that reflect values like obedience, order, and compliance (Afandi, 2021).

Afandi (2021:21) outlines dimensions and indicators of work discipline, including punctuality (arriving on time, using time effectively, minimizing absences) and responsibility (compliance with organizational regulations, meeting company targets, and submitting daily work reports).

In the Road Transport Sector of the Riau Province Transportation Service, work discipline remains low due to inadequate awareness of the importance of punctuality in fulfilling work commitments. Additionally, employee competence gaps in understanding and executing assigned tasks, alongside suboptimal communication among employees, contribute to this challenge.

4. Competence

According to the Indonesian National Work Competency Standards (SKKNI) for the Office Administration Services Sector (2007), work competency refers to an individual's capability encompassing knowledge, skills, and work attitudes that align with established standards. These standards define the necessary competencies required for fulfilling specific job duties and position requirements as stipulated by relevant laws and regulations. Tasks within office administration include receptionist duties, creating official documents, worksheets, and presentations using

appropriate software, handling incoming calls and correspondence, operating office equipment such as fax machines and photocopiers, greeting guests, organizing archives, and data entry under direct supervision and as directed by superiors.

From various academic sources, competency can be viewed from two perspectives. Firstly, from an organizational standpoint, competency pertains to the collective knowledge, expertise, and abilities that give an organization a competitive advantage over others. This definition emphasizes organizational competence as a whole. Secondly, from an individual perspective, competency focuses on the specific skills and capabilities possessed by individuals.

In this context, competence refers to the identifiable characteristics that enable someone to perform their job effectively. These characteristics encompass motives, traits, skills, self-image, social roles, and knowledge possessed by an individual. Williams, as cited in Carter (2011) *Individual Competence Describes What A Person Is Capable Of Doing And Includes A Combination Of Motives And Traits, The Self-Image Of A Person And His Or Her Social Role, Skills And Knowledge*, (Carter, 2011). This perspective highlights that individual competence is demonstrated through one's ability to perform tasks, influenced by motivation, personality traits, self-image, social roles, skills, and knowledge.

According to Tandelilin (2004), competence can be comprehensively understood through four key variables: 1) knowledge, 2) skills, 3) competence, and 4) attitudes. These variables are integrated within a model to effectively and efficiently implement competencies in various contexts.

Based on Palan's (2007) definition, competence is often equated with skill and empowerment, reflecting the state or quality of being capable and appropriate for a given role. Competency in the workplace pertains to assessing an individual's suitability for their job based on underlying behavioral characteristics such as motives, personal traits, self-concept, values, knowledge, or skills. These competencies drive behavior and reflect what individuals bring to the workplace in terms of their capabilities and effectiveness.

Competence defines the fundamental characteristics that causally relate to effectiveness or excellence in specific roles or situations. It encompasses enduring traits that manifest consistently across a broad range of circumstances over time (Palan, 2007).

In the context of the Road Transport Sector of the Riau Province Transportation Service, research indicates deficiencies in accommodating Transportation Technical skills among Civil Servants. This inadequacy stems partly from employees' limited interest in participating in technical training programs. Evidence shows that few employees possess Transportation Technical Training Certificates, despite some having graduated from the Ministry of Transportation's

Official School. Below is a table detailing the participation of Road Transport Employees from the Riau Province Transportation Service in the 2023 Transportation Technical Competency Training, categorized by position:

Table 2
Road Transport Employees of Riau Province Transportation Service Who Participated in Transportation Technical Competency Training in 2023

Nama Jabatan	Jumlah Pegawai (Staf Per-Orang)	Sudah Diklat	Belum Diklat
Kepala Bidang Angkutan Jalan	1	-	1
Kepala Seksi Angkutan Orang Dalam Trayek dan Tidak Dalam Trayek	1	-	1
Kepala Seksi Keselamatan dan Teknik Sarana	1	-	1
Analisis Kebijakan Ahli Muda	1	-	1
Staf Bidang Angkutan Jalan	3	1	2
Staf Seksi Angkutan Orang Dalam Trayek dan Tidak Dalam Trayek	3	1	2
Staf Seksi Keselamatan dan Teknik Sarana	5	1	4
Jumlah Keseluruhan	15 Orang	3 Orang	12 Orang

Source: Riau Province Transportation Service, 2023

As shown in Table 2, only 3 out of 15 road transport employees have participated in the Transportation Technical Competency Training. This highlights a significant issue that needs urgent attention and resolution.

Efforts have been made by leaders to address these competency challenges among employees in the Road Transport Sector of the Riau Province Transportation Service. In 2024, initiatives are planned to ensure broader participation in Technical Competency Training, as detailed in Table 3. Below is a list categorizing submissions of road transport employees who are scheduled to undergo Competency Training in 2024, organized by their respective positions:

Table 3

List of Road Transport Sector Employees Who Will Participate in Transportation Technical Competency Training in 2024 (by Positions)

Nama Jabatan Mengajukan Untuk Mengikuti Diklat Teknis	Pengajuan Diklat Teknis	Nama Diklat
Kepala Bidang Angkutan Jalan	1	Orientasi dan Diklat Penyidik Pegawai Negeri Sipil (PPNS) Sektor Perhubungan
Kepala Seksi Angkutan Orang Dalam Trayek dan Tidak Dalam Trayek	-	-
Kepala Seksi Keselamatan dan Teknik Sarana	-	-
Analisis Kebijakan Ahli Muda	-	-
Staf Bidang Angkutan Jalan	1	Orientasi dan Diklat Penyidik Pegawai Negeri Sipil (PPNS) Sektor Perhubungan
Staf Seksi Angkutan Orang Dalam Trayek dan Tidak Dalam Trayek	2	1. Diklat Awak Khusus Kendaraan Tangki Pengangkut Barang Berbahaya; 2. Diklat Pengawas Angkutan Bahan Berbahaya
Staf Seksi Keselamatan dan Teknik Sarana	4	1. Diklat Manajemen Transportasi Perkotaan; 2. Diklat Manajemen dan Rekayasa Lalu Lintas
Jumlah		8 Orang

Source: Riau Province Transportation Service, 2023

Table 3 shows that the Head of the Road Transport Sector at the Riau Province Transportation Service has initiated efforts to address competency issues by proposing that 8 out of 15 employees in the sector participate in transportation sector competency training.

Training in transportation sector competency is crucial for employees of the Transportation Service, a regional technical organization specializing in land transportation. Participation in such training equips civil servants in the road transport sector with the necessary skills to effectively perform their core duties, enabling them to conduct, assess, comprehend, plan, analyze, and implement various aspects of land transportation operations. This ensures they can fulfill their roles effectively within the organization.

5. Commitment

According to Kristine (2017), government agencies, whether central or regional, are mandated to cultivate high-quality human resources (HR) facilitated by advancements in technology and commerce, encouraging continuous improvement in HR quality (Kristine, 2017).

This improvement in quality is demonstrated through organizational commitment within the workforce. Meanwhile, Novita (2016) defines organizational commitment as employees' loyalty to the company, where alignment with organizational goals is crucial (Novita, Sunuharjo, B. S., & Ruhana, 2016). Furthermore, Taurisa (2012) explains that high levels of commitment lead to increased employee loyalty and efforts toward achieving company objectives and progress, fostering job satisfaction through reciprocal company support (Taurisa, 2012).

Mekta (2016) states that organizational commitment is an attitude reflecting employees' loyalty and an ongoing process where members demonstrate their dedication to the organization. This commitment often stems from emotional connections to the company, encompassing moral support, adherence to company values, and an intrinsic willingness to contribute to its success (Mekta, 2016).

Furthermore, Pamungkas (2014) defines organizational commitment as the identification of an individual's involvement in the organization, maintaining their membership and exerting effort to achieve organizational goals (Pamungkas, 2014). Organizational commitment encompasses pride, loyalty, and dedication among members.

According to Susanti and Palupiningdyah (2016), high organizational commitment in employees is characterized by trust in and acceptance of the organization's goals and values, active engagement in achieving these goals, and a strong desire to remain part of the organization (Susanti, 2016). Similarly, Haris (2017) describes organizational commitment as employees' belief in and dedication to the organization's goals, choosing to stay rather than leave (Haris, 2017).

Specifically, within the Civil Service of the Road Transport Sector at the Riau Province Transportation Service, employees often do not fully grasp the importance of fulfilling their basic duties and functions. This lack of understanding reflects in their performance achievements, motivation levels, and suboptimal work situations. Moreover, the relationship between leadership and staff is perceived as problematic, lacking mutual satisfaction and effective communication.

This issue is exacerbated by a lack of leadership guidance in coaching employees to enhance motivation and foster a conducive work environment. Leaders also struggle to effectively align staff with the objectives of the Road Transport Sector's main duties and functions. Conversely, employees may resist instructions or guidance due to differing mindsets that diverge from the sector's objectives. This resistance is evident in the inadequate self-development among staff, who fail to fully grasp their primary tasks and functions or develop their competencies to support the Transportation Service's goals in Riau Province.

Conclusion

Based on the author's comprehensive analysis, several conclusions can be drawn from the research on civil servants in the road transport sector of the Riau Province Transportation Service:

Firstly, while monthly and annual performance assessments indicate satisfactory results, aligning these with the Duties and Functions outlined in Riau Governor Regulation Number 61 of 2021 shows suboptimal performance. The work environment lacks productivity, harmony, and a sense of unity, both among leadership and staff, contributing to a negative workplace culture. Low work discipline persists due to insufficient awareness of the importance of punctuality and commitment to initial agreements. Additionally, inadequate competence among employees hampers task completion, compounded by ineffective communication.

Secondly, the competency of civil servants in the road transport sector, as evidenced in Table 3, is inadequate. There is a notable lack of interest among employees in participating in technical training programs, resulting in minimal certification in Transportation Technical Training. This issue persists despite the availability of educational opportunities, such as those provided by the Ministry of Transportation's Official School.

The importance of Transportation Technical Training for employees in the Road Transport Sector of the Riau Province Transportation Service cannot be overstated. As a technical organization within the transportation field, particularly land transportation, it is essential for every civil servant to participate in this training. Such training enables them to effectively execute, inspect, comprehend, plan, analyze, and implement various aspects of land transportation operations, thereby fulfilling their respective roles and responsibilities.

Thirdly, the commitment of civil servants in the Road Transport Sector to fulfill their main duties and functions, as outlined in Riau Governor Regulation Number 61 of 2021, is lacking. This deficiency is evident in their performance achievements, motivation levels, and suboptimal work environments. Moreover, there exists a notable disconnect in the leadership-staff relationship, characterized by inadequate coaching to boost motivation and foster a conducive atmosphere. Leadership struggles to align staff with the objectives of the Road Transport Sector, while employees may exhibit resistance due to differing mindsets from the sector's goals. This situation is compounded by the inadequate self-development of staff in understanding their roles and enhancing their competencies, which are critical for supporting transportation management goals at the Riau Province Transportation Service.

To ensure the successful implementation of Main Duties and Functions, several suggestions were proposed. Firstly, it is crucial to enhance performance quality to meet deadlines set for Civil Servants in the Road Transport Sector of the Riau Province Transportation Service.

This includes fostering a harmonious work environment to promote comfort and motivation, alongside reinforcing workplace discipline. Secondly, both leadership and staff should focus on enhancing their competencies, for instance, by attending at least one Transportation Technical Training session. Thirdly, to strengthen commitment, there is a need for increased coaching and empathy between leaders and staff, fostering mutual understanding and support.

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