

**THE EFFECT OF BRAVO APPLICATION USE, EMPLOYEE COMPETENCE,
EMPLOYEE MOTIVATION ON SERVICE COPRODUCTION
PUBLIC AT THE POLICE TRAFFIC DIRECTORATE
SOUTH SUMATRA REGION**

Budi Triharyanto Wibowo¹ Andries Lionardo² Alamsyah³

Master of Public Administration , Sriwijaya University¹²³

wibowobudit@gmail.com¹ andrieslionardo@fisip.unsri.ac.id²

alamsyah78@fisip.unsri.ac.id³

ABSTRACT

Study quantitative explanatory This aim For analyze influence implementation BRAVO application , level competence employees , and motivation levels employee to effectiveness co-production service public at the Traffic Directorate of the South Sumatra Regional Police. Analysis results regression disclose that in a way partial , variable competence and motivation employee show influence positive and significant , while implementation The BRAVO application is not yet available show optimal effect due to limitations digital capabilities . However in a way simultaneous , third variables independent proven own influence significant to the formation of a measured co-production model through indicators of co-assessment, co-design, co-commissioning, and co-delivery. Findings crucial This confirm that success transformation service public based co-production need integral synergy between technological framework, superior human resource capacity , and sustainable work motivation in something ecosystem holistic service.

Keywords: Co-production , BRAVO Application , Competence , Motivation , Public Service .

INTRODUCTION

Development digital technology has transform paradigm service public globally , including in Indonesia. The Indonesian National Police as institutions enforcer law sued For adapt with development This through e-government implementation and digital innovation . South Sumatra Regional Police Traffic Directorate respond challenge This with launch BRAVO (*BPKB Registration Vehicle Online*) application as form commitment to digital transformation of services public .

However in implementation , the BRAVO application has not yet fully reach objective digitalization . Based on observation early , society Still must complete the service process in a way physique although has do registration through application . Index Data Public Satisfaction shows 24.6% of respondents state not enough satisfied with existing services . Findings This indicates that success digital transformation is not only depends on technology , but also on factors source Power man .

Based on studies previously by Lember et al. (2019) and Tuurnas (2021), the effectiveness of service public in the digital era requires approach co - production involving synergy between technology , competence , and motivation employees . Therefore that , research This done For analyze influence BRAVO application , competency employees and motivation employee to co-production service public at the Traffic Directorate of the South Sumatra Regional Police.

Based on identification phenomena , research This formulate four problem main : (1) influence partial BRAVO application to co-production service public , (2) influence partial competence employee to co-production service public , (3) influence partial motivation employee to co-production service public , and (4) influence simultaneous third variables the to co-production service public , with control variables level education and work experience . By consecutively , the goal study This is For analyze influence partial BRAVO application , analyzes influence partial competence employee , analyzing influence partial motivation employees , as well as analyze influence simultaneous third variables the to co-production service public at the Traffic Directorate of the South Sumatra Regional Police.

METHODS

Study This use method quantitative explanatory with approach *confirmatory research* For test influence BRAVO application , competency employees and motivation employee to co-production service public . Research conducted at the Traffic Directorate of the South Sumatra Regional Police with A population of 32 employees was taken in a way overall (*census*). Data is collected through questionnaire that was measured with 5-point Likert scale . Variables study consists of from BRAVO application (measured with the UTAUT model), competency employees (knowledge , skills , attitudes), motivation employees (McClelland's theory), and co-production service public (co-assessment, co-design, co-commissioning, co-delivery). Instrument study tested validity and reliability before data collection .

Data analysis using multiple linear regression with SPSS version 22 assistance . Stages analysis includes assumption testing classical (normality , multicollinearity , heteroscedasticity , linearity), hypothesis testing simultaneous (F test), and hypothesis test partial (t-test). Coefficient determination (R^2) is used For measure contribution variables free to variables tied .

RESULTS AND DISCUSSION

Discussion of Research Results

Based on data analysis conducted to respondents at the Traffic Directorate of the South Sumatra Regional Police, findings study reveal that BRAVO application , competency employees and motivation employee in a way significant influence co-production service public . Statistical test results show that third variables the No only influential in a way partial but also in a way simultaneous in building an effective collaboration model between provider services and society .

Influence BRAVO application to Co-production Public Services

Analysis Results simple linear regression show influence positive and significant between BRAVO application with co-production service public (t count 15.954 > t table 2.042; significance 0.000 < 0.05). Findings This in line with research by Lember et al. (2019) which confirms that digital technology strengthens interaction , improve motivation , and deepen participation in taking decision . Likewise , Moon (2018) revealed that adoption technology information speed up transformation co-production become

more collaborative and responsive . With Thus , optimization The BRAVO application plays a role important in increase effectiveness of service co-production public .

Influence Competence Employee to Co-production Public service

Analysis statistics prove influence positive and significant competence employee to co-production service public (t count 20.365 > t table 2.042; significance 0.000 < 0.05). Findings This consistent with study Nederhand and Van Meerkerk (2018) emphasize role employee as facilitator in coproduction . Laggan et al. (2025) also confirms that competence interactive and reflective is foundation important in create meaningful collaboration . This is show that improvement competence employee in aspect knowledge, skills , and attitudes Work contribute significant to success implementation coproduction .

Influence Motivation Employee to Co-production Public Services

Research Results show influence positive and significant motivation employee to co-production service public (t count 19.560 > t table 2.042; significance 0.000 < 0.05). Findings This strengthen study Tuurnas (2021) which emphasizes motivation as factor main the success of co-production. Puksas (2020) also stated that motivation intrinsic employee become encouragement main in increase effectiveness service collaborative . With Thus , motivation high work tend make employee more open to innovation and collaboration in service public .

Influence of Education Level and Work Period to Co-production Public service

Different with variables previously , level education (t count -0.853 < t table 2.042) and length of service (t count -1.465 < t table 2.042) did not show significant influence to co-production service public . Findings This depart behind with research by Brandsen et al. (2018) and Osborne et al. (2021) which states that education and experience Work influential positive to ability collaboration . In the context of study this , success co-production more determined by competence professional and motivational Work than background behind formal education and length of service period .

Influence Simultan to Co-production Public service

Based on results analysis simple linear regression , length of service (X5) does not influential significant in a way partial to co-production service public (Y) at the Traffic Directorate of the South Sumatra Regional Police, with mark t count -1.465 < t table 2.042 and significance 0.000 < α = 0.05. Findings This depart behind with research by Osborne et al. (2021) which states that employee experienced own understanding bureaucracy and skills more relational good . However in context this , long working period No ensure improvement ability innovation and adaptation towards the service model participatory , so that success co-production more determined by competence professional and motivational Work than duration experience Work .

Influence BRAVO Application , Competence Employees , Motivation Employees , Education Level and Years of Work to Co-production Public service

Based on simultaneous test results , all variables free — BRAVO Application (X1), Competence Employee (X2), Motivation Employee (X3), Education Level (X4), and Years of Service (X5)— in total together influential significant to Co-production Public Services (Y). This proven with mark F count amounting to 124,268 which is more big from F table 2.947, and mark significance 0.000 < α = 0.05. In addition , the value coefficient correlation (R) of

0.815 indicates strong relationship between variables free and bound . With Thus , the regression model used stated worthy and significant , so hypothesis alternative (Ha1) which states existence influence simultaneous accepted .

CONCLUSION

Based on results research , can concluded that BRAVO application , competency employees and motivation employee in a way partial influential positive and significant to co-production service public at the Traffic Directorate of the South Sumatra Regional Police. This shown with mark significance of 0.000 (< 0.05) and the calculated t- value exceeds the t- table (2.042) for third variables the findings . This confirm that digital technology , human resource capacity , and encouragement motivation become factor key in build effective collaboration between provider services and society .

In a way simultaneous , fifth variables including level education and length of service proven influential significant to co-production service public with F- value calculated 124.268 $>$ F- table 2.947 and significance 0.000. However in a way partial , level education and length of service No show significant influence . This is indicates that duration experience work and level formal education does not in a way direct determine success implementation co-production service public . Findings study in a way overall confirm that success co-production service public more determined by factors technology and behavior organization than factor demographics . Synergy between digital platforms such as BRAVO application with competence and motivation employee become determinant main in create service participatory and responsive public to need public .

Suggestion

Based on findings research , it is recommended optimization BRAVO application via update features and improvements *user experience* , as well as development competence employee through training programs sustainable .

For study Next , it is recommended do development of a co-production model that integrates aspect digital technology and behavior organization , as well as add variables moderation like leadership transformational and cultural organization . This is will give greater understanding comprehensive about dynamics co-production service public in the digital era.

BIBLIOGRAPHY

- Afna , Nurul. 2021. " The Influence of Training, Competence , and Work Motivation on Employee Performance at Bank Aceh Syariah Bireuen Branch Office ." Ar-Raniry State Islamic University , Banda Aceh.
- Afrizal , Dedy, Dila Erlianti , E. Maznah Hijeriah, Lis Hafrida, Erinaldi Erinaldi , And Ahmad Luthfi. 2024. "Unlocking E-Government Success: Key Factors Driving E-Absence Adoption In Public Sector." *Journal Analysis Public Policy and Services* 10(2):2527–6476. Doi:10.31947/ Jakpp .
- Alfatih, Andy. 2021. *Quantitative Method Research Explanatory (Confirmatory) 2 Variables: X and Y*. 1st Ed. Palembang: Upt Unsri Press Publisher and Printing .

- Alfian , Faqih, Alvinda Putri Ruriana, Galuh Anissa Sekar Ayu, Bayu Galen Adiputra, Nethaneel Yobel Marpaung , and Ken Arya Fauzan Alwan. 2024. "Co-Production Process of Colorful Village: Societal Active Participatory in the Urban Slum Management." *Journal Politics* 10(2). Doi:10.7454/Jp.V10i2.1200.
- Andi Nimah Sulfiani. 2021. " Implementation Principles of Good Governance in BPJS Health Services in Palopo City ." *Journal Public Administration* 17(1):95–116. Doi:10.52316/Jap.V17i1.59.
- Andre, Muhammad, Nita Rosa Damayanti, Andri Andri , and Taqrim Ibadi. 2024. " Analysis Comparison of Tam and Utaut Methods on Acceptance Level Users Easy Access Application ." *Journal Of Information Systems Research (Josh)* 6(1):240–50.
- Asmorowati , Sulikah , Jusuf Irianto, Dian Yulie Reindrawati, Gabby Julia Prasistya, and Feny Dwintania . 2024. "Co-Production In The Governance Of Margomulyo Village Based On Local Wisdom (A Case Study Of The Samin Community)." *Journal Of Public Services* 8(2):257–69. Doi:10.20473/Jlm.V8i1.2024.257-269.
- Atmojo , Anwar. 2024. " The Influence Competence and Work Motivation Towards Quality Service Employees of the Karawaci District Office , Tangerang City." *Journal Scientific Knowledge Administration* 7(2):222–29. Doi:10.31334/ Transparency /V7i1.4337.
- Auliya, Putri Nur, and Muhammad Fikry Arransyah. 2023. " Application of the Utaut Model for Knowing Behavioral Interests Consumers in Use Qris ." *Economics, Finance , Investment and Sharia (Equity)* 4(3):885–92. Doi:10.47065/Equity.V4i3.2808.
- Bovaird, T., G. G. Van Ryzin, E. Loeffler, And S. Parrado. 2015. "Activating Citizens To Participate In Collective Co-Production Of Public Services." *Journal Of Social Policy* 44(1):1–23.
- Bovaird, Tony, And Elke Loffler. 2003. *Public Management and Governance* . 1st Ed. Edited By Bovaird Tony And Loffler Elke. London: Routledge.
- Brandsen, Taco, Trui Steen, And Bram Verschuere . 2018. *Co-Production And Co-Creation; Engaging Citizens in Public Services* . New York: Routledge.
- Bulya , Bulya , And Ulung Pribadi. 2024. "Community Acceptance Of Sikesal : An Utaut Model Approach In E-Government Services In Jambi City." *Scientific Journal Of Informatics* 11(3):661–80. Doi:10.15294/Sji.V11i3.7511.
- Chalim , Dewi Mustika, Ronny Gosal, and Welly Woworundeng . 2021. " The Impact of Competency Tests " Election of Elder Law in the Regency Southeast Minahasa in 2019." *Journal of Governance* 1(2). <https://Ejournal.Unsrat.Ac.Id/V2/Index.Php/Governance/Article/View/35762>.
- Cheng, Yuan, Jeffrey Brudney, And Mejis Lucas. 2022. "Defining And Measuring Coproduction: Deriving Lessons From Practicing Local Government Managers." *Public Administration Review* 82(5). Doi:Doi.Org/10.1111/Puar.13476.
- Cho, Wonhyuk , And Winda Dwi Melisa. 2021. *Citizen Coproduction And Social Media Communication: Delivering A Municipal Government's Urban Services Through Digital Participation* . Vol. 11. Wellington: Mdpi Ag. doi:10.3390/Admsci11020059.

- Clark, Benjamin Y., Jeffrey L. Brudney , And Bradford Davy. 2013. *Do Advanced Information Technologies Produce Equitable Government Responses In Coproduction: An Examination Of 311 Systems In 15 Us Cities* . Thomas & Streib. <https://Ssrn.Com/Abstract=3395000>.
- Dai, Roviana H., Resa Raupu, and Indhitya R. Padiku . 2024. " Application of the Utaut Method in Analyzing User Satisfaction Levels " System Information Archives Dynamic Integrated (Srikandi)." *Digital Transformation Technology* 4(1):87–96. Doi:10.47709/Digitech.V4i1.3476.
- Diah Pebriyanti, Lina Mahardiana, and Risnawati . 2017. " The Influence Competence and Work Motivation Towards Quality Services at the Palu Kpknl ." *Journal Knowledge Tadulako University Management* 3(3):257–66. Doi:10.22487/Jimut.V3i3.93.
- Diana, Irna. 2019. " Review of Islamic Law Against Law Enforcement of Traffic Violations Based on Article 291 Paragraph 1 of the Law Number 22 of 2009 concerning Traffic and Road Transportation under the Traffic Directorate of the South Sumatra Regional Police."
- Djenontin , Ida Nadia S., And Alison M. Meadow. 2018. "The Art Of Co-Production Of Knowledge In Environmental Sciences And Management: Lessons From International Practice." *Environ Manag* 61(6):885–903. doi:10.1007/S00267-018-1028-3.
- Van Eijk, Carola, Trui Steen, And René Torenvlied. 2019. "Public Professionals' Engagement In Coproduction: The Impact Of The Work Environment On Elderly Care Managers' Perceptions On Collaboration With Client Councils." *American Review Of Public Administration* 49(6):733–48. doi:10.1177/0275074019840759.
- Fledderus , Joost. 2015. "Building Trust Through Public Service Co-Production." *International Journal Of Public Sector Management* 28(7):550–65. Doi:10.1108/Ijpsm-06-2015-0118.
- Grohs, Stephan. 2021. "Participatory Administration And Co-Production." Pp. 311–27 In *Governance And Public Management* . Palgrave Macmillan.
- Hasibuan , Drs. H. Malayu SP 2002. *Management Human Resources* . Jakarta : PT. Bumi Aksara.
- Indartini , Mintari , and Mutmainah Mutmainah . 2024. *Quantitative Data Analysis* . 1st Ed. Edited By H. Warnaningtyas . Klaten .
- Indriyanti, Indriyanti, Tri Wahyuni, Erni Ermawati, Nurul Ichsan , and Haerul Fatah. 2020. " Analysis Comparison of Tam and Utaut Methods in Measuring Success Use Online Motorcycle Taxi Application ." *Journal Publication Scientific Field Technology Information and Communication* 12(04). Doi:10.35969/Interkom.V14i4.59.

- Irawan, Windra , Nur Asiah, and Mody Gayes Tuliabu. 2018. " Analysis Acceptance and Use of Technology (Unified Theory of Acceptance and Use of Technology) Online Tutorial for Undergraduate Pgsd and Undergraduate PgpauD Students of Universitas Terbuka." *Journal of Open and Distance Education* 19(2):119–31. Doi:10.33830/Ptjj.V19i2.332.2018.
- Laggan, Sophie, Laura Fogg-Rogers, And Ann Margarida Sardo. 2025. "Towards Effective Knowledge Co-Production And Deliberation: Developing Public Engagement Competencies Among Scientists And Policymakers." *Environment, Development and Sustainability* . doi:10.1007/S10668-025-06324-Y.
- Lember, Veiko . 2017. *The Increasing Role Of Digital Technologies In Co-Production* . Talin. <https://www.oxfordsmartcity.uk/cgi-bin/oxflood->
- Lember, Veiko , Taco Brandsen, And Piret Tõnurist . 2019. "The Potential Impacts Of Digital Technologies On Co-Production And Co-Creation." *Public Management Review* 21(11):1665–86. doi:10.1080/14719037.2019.1619807.
- Loeffler, Elke, and Tony Bovaird. 2021. *The Palgrave Handbook Of Co-Production Of Public Services And Outcomes* . Edited By E. Loeffler And T. Bovaird. Switzerland: Palgrave Macmillan.
- Lyle M. Spencer, Jr. , Phd , And Signe M. Spencer. 1993. *Competence at Work* . Canada: John Wiley & Sons, Inc.
- Meijer, Albert. 2012. "Co-Production In An Information Age: Individual And Community Engagement Supported By New Media." *Voluntas* 23(4):1156–72. Doi:10.1007/S11266-012-9311-Z.
- Moon, M. Jae. 2018. "Evolution Of Co-Production In The Information Age: Crowdsourcing As A Model Of Web-Based Co-Production In Korea." *Policy And Society* 37(3):294–309. doi:10.1080/14494035.2017.1376475.
- Mulyadi, Hari. 2010. " The Influence of Motivation and Work Competence Productivity Work Employees at PT. Galamedia Bandung Perkasa." *Journal Management and Systems Information (Managerial)* 9(17):97–111. Doi:10.17509/Managerial.V9i2.1807.
- Mutaqin , Kahfi Ahadian, And Edi Sutoyo. 2020. "Analysis Of Citizens Acceptance For E-Government Services In Bandung, Indonesia: The Use Of The Unified Theory Of Acceptance And Use Of Technology (Utaut) Model." *Bulletin Of Computer Science And Electrical Engineering* 1(1):19–25. Doi:10.25008/Bcsee.V1i1.3.
- Ndarbeni , Ana Wati, Wing Wahyu Winarno, and Andi Sunyoto. 2016. " Analysis Implementation System Academic Information of Muhammadiyah Gombong Health College." *Jurnal It Cida* 2(2). Doi:10.55635/Jic.V2i2.41.

- Nederhand , José, And Ingmar Van Meerkerk. 2018. "Activating Citizens In Dutch Care Reforms: Framing New Co-Production Roles And Competences For Citizens And Professionals." *Policy And Politics* 46(4):533-50. doi:10.1332/030557317x15035697297906.
- Neumann, Oliver, And Carina Schott. 2023. "Behavioral Effects Of Public Service Motivation Among Citizens: Testing The Case Of Digital Co-Production." *International Public Management Journal* 26(2):175-98. doi:10.1080/10967494.2021.1937413.
- Osborne, Stephen P., Greta Nasi, And Madeline Powell. 2021. "Beyond Co-Production: Value Creation And Public Services." *Public Administration* 99(4):641-57. Doi:10.1111/Padm.12718.
- Pakpahan , Andrew Fernando, Adhi Prasetyo, Edi Surya Negara, Kasta Gurning , Risanti Febrine Ropita Situmorang , Tasnim Tasnim , Parlin Dony Sipayung, Ayudia Popy Sesilia, Puspita Puji Rahayu, Bonaraja Purba, Muhammad Chaerul, Ika Yuniwati , Valentine Siagian , and Gilny Aileen Joan Rantung. 2021. *Methodology Study Scientific* . 1st Ed. Edited By A. Karim And J. Simarmata . Kita Menulis Foundation.
- Regulation Republic of Indonesia National Police Regulation Number 7 of 2021 Concerning Motor Vehicle Registration and Identification . ND Perpol-No-14-Th-2018-Regarding-Revision-of-Perkap-No-22-Th-2010-Regarding-Sotk-Polda. 2018. Indonesia.
- Perry, James L., And Lois Recascino Wise. 1990. "The Motivational Bases Of Public Service." *Public Administration Review 50th Year* . <https://Sangyubr.Wordpress.Com/Wp-Content/Uploads/2012/02/The-Motivational-Bases-Of-Public-Service.Pdf>.
- Prabowo, Listyo Sigit . 2022. *Regulations Head Republic of Indonesia National Police Regulation Number 9 of 2022*. Jakarta, Indonesia.
- Prabu, Aldila Saga, and Dewie Tri Wijayanti. 2016. " The Influence Employee Performance Rewards and Motivation (A Study of the Sales Division. United Motors Center Suzuki Ahmad Yani, Surabaya)." *Journal of Business Economics and Entrepreneurship* 5(2):104-17. Doi:10.26418/Jebik.V5i2.17144.
- Prasetyani , Dirias Ayu, Retno Sunu Astuti, and Amni Zarkasyi Rahman. 2023. " Innovation Application " Telunjuk Sakti, Population and Civil Registration Service, Wonogiri Regency ." *Journal of Management & Public Policy* 12(3):193-204. Doi:10.14710/Jppmr.V12i3.39808.
- Prastyana, Imam Yudhi, Rudi Subiyakto, and Kismarti Kismarti . 2022. "Co-Production Practices In Public Services: A Study On The Involvement Of Covid 19 Volunteers In Vaccinations In Tanjungpinang ." *Journal of Public Policy* 8(2):60. Doi:10.35308/Jpp.V8i2.4383.

- Puksas , Andrius. 2020. "The Implications Of Motivation And Role Of User Expectations In The Co-Production Of Public Services." *Contemporary Research On Organization Management And Administration* 8(1):19–30. Doi:10.33605/Croma-012020-002.
- Purnomo, Rochmat Aldy. 2016. *Analysis Economic and Business Statistics with SPSS* . Edited by PC Ambarwati . Ponorogo .
- Radnor, Zoe, Stephen P. Osborne, Tony Kinder, and Jean Mutton. 2014. "Operationalizing Co-Production In Public Services Delivery: The Contribution Of Service Blueprinting." *Public Management Review* 16(3):402–23. doi:10.1080/14719037.2013.848923.
- Robbins, Stephen P., And Timothy A. Judge. 2008. *Behavior Organization* . 12th Ed. Edited By D. Sunardi . Salemba Four .
- Rodriguez Müller, A. Paula, Amandine Lerusse , Trui Steen, and Steven Van De Walle. 2024. "What Motivates Users To Report Service-Related Issues? A Study On Coproduction In A Smart Public Service." *Public Administration* 102(2):691–714. Doi:10.1111/Padm.12946.
- Rukmana , Rahmat. 2016. “ The Impact of Leadership, Motivation Work and Competence on Employee Performance and Its Implications on Quality Development Planning .” *Contingency Journal Scientific Management* 4(1):57–75. Doi:10.56457/Jimk.V4i1.28.
- Ancient Sahala , Rintan Saragih , and Tika Meisiska Br Sembiring . 2022. “ The Influence Competence and System Internal Control Over Accountability Village Government in Managing Village Fund Allocation .” *Akua: Journal Accounting and Finance* 1(1):122–29. Doi:10.54259/Akua.V1i1.140.
- Sakir M.Si , Dr. Icuk Muhammad. 2024. *Monograph Measuring Quality Human Resources* . 1st Ed. Edited By MPS Desliyanah . Malang : Pt Literasi Nusantara Abadi Group.
- Siyoto , Sandu, and Ali Sodik. 2015. *Methodological Basis Study* . 1st Ed. Edited By Ayup . Yogyakarta: Literacy Media Publishing.
- Soebiantoro , Dr., and Nik Haryanti. 2022. *Behavior Organization* . 1st Ed. Edited By SR Oktora . Purbalingga : Cv. Eureka Media Aksara.
- Sriwidodo , Untung, and Agus Budhi Haryanto. 2010. “ The Influence Competence , Motivation , Communication and Welfare on the Performance of Education Department Employees .” *Journal Management Human Resources* 4 (1):47–57. <https://ejournal.unisri.ac.id/index.php/manajemen/article/view/88/61>.
- Sudarmanto , R, Gunawan. 2013. *Statistics Applied Based Computer : With IBM Program Spss Statistics 19*. Jakarta: Mitra Wacaba Media.
- Sugiyono , Prof. Dr. Sugiyono . 2013. *Research Methods Quantitative , Qualitative and R & D*. 19th Ed. Bandung: Alfabeta Bandung.

- Susanti, Elisa, Ridho Harta , Bambang Agus Diana, and Sawitri Budi Utami. 2023. "A Co-Production Model of Digital Village Transformation in Indonesia." *Public Policy and Administration* 22(4):488–502. Doi:10.13165/Vpa-23-22-4-08.
- Sutrisno, Edy. 2009. *Management Human Resources* . Jakarta : Kencana .
- Suyadnya, I. Wayan, Anton Novenanto , and Luh Ayu Tirtayani. 2022. "Co-Production of Knowledge as a Basis of Behavioral Change in Indonesian Sanitation Services: The Case of Sumberdawesari Village, Pasuruan Regency, East Java." *Jurnal Sociology Rural Affairs* 10(1):91–105. Doi:10.22500/10202237980.
- Tamami, Sastra. 2015. " The Influence of Leadership Style and Motivation on Quality Employee Service and Performance (Case Study) Secretariat Batam City Council)." *Journal Dimensions of the University of Riau Islands* 4(1). Doi:10.33373/Dms.V4i1.69.
- Trischler, Jakob, and Johan Kaluza. 2021. "Co-Production In The Recruitment Of Frontline Public Service Employees." *Policy And Politics* 49(3):473–91. doi:10.1332/030557320x15986403024733.
- Turnas , Sanna. 2021. "Skilling And Motivating Staff For Co-Production." *Osuva Open Science* . doi:10.1007/978-3-030.
- Venkatesh, Viswanath, Michael G. Morris, Gordon B. Davis, And Fred D. Davis. 2003. "User Acceptance Of Information Technology: Toward A Unified View." *Mis Quarterly* 27(3):425–78. doi:10.2307/30036540.
- Venkatesh, Viswanath, James YL Thong, And Xin Xu. 2012. "Consumer Acceptance And Use Of Information Technology: Extending The Unified Theory Of Acceptance And Use Of Technology 1." *Mis Quarterly* 36(1):157–78. doi:10.2307/41410412.
- Wahyuli , Yofitri Heni. 2020. " The Influence Competence and Motivation To Quality Service Licensing at the Investment and One-Stop Integrated Services Office of Palembang City." *Journal Knowledge Administration and Policy Studies* 3(1):17–22. Doi:10.48093/Jiask.V3i1.28.
- Wibowo. 2007. *Performance Management* . Jakarta: Pt. Raja Grafindo Persada.