

Analysis of the Role of Policy Socialization, Asset Management, and Performance Management in Improving the Effectiveness of Public Services in West Java

Loso Judijanto¹, Tera Lesmana², Agung Zulfikri³

¹IPOSS Jakarta, Indonesia

²Ciputra University

³Telkom University

Article Info

Article history:

Received Apr, 2024

Revised Apr, 2024

Accepted Apr, 2024

Keywords:

Policy Socialization

Asset Management

Performance Management

Public Service Effectiveness

West Java

Indonesia

ABSTRACT

This research paper investigates the role of policy socialization, asset management, and performance management in enhancing the effectiveness of public services in West Java, Indonesia. Through a quantitative analysis, data was collected from public service providers and users in the region using structured surveys. Statistical techniques including regression analysis and correlation analysis were employed to analyze the data. The findings revealed significant positive correlations between policy socialization, asset management, performance management, and public service effectiveness. Regression analysis further demonstrated that these variables were significant predictors of public service effectiveness, with performance management exhibiting the strongest predictive power. These results underscore the importance of integrated governance approaches in optimizing public service delivery and promoting socio-economic development in West Java.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Name: Loso Judijanto

Affiliation: IPOSS Jakarta, Indonesia

Email: losojudijantobumn@gmail.com

1. INTRODUCTION

In the field of public administration and governance, the effective delivery of public services plays an important role in the progress of society and the satisfaction of citizens [1]–[5]. Governments around the world face the complex task of providing a spectrum of services, from healthcare to transport, that meet the diverse needs of their populations in an efficient and equitable manner. Various governance and collaboration models, such as collaborative governance, public-private partnerships and

networked governance, have been explored to address the complexity of multi-stakeholder landscapes. In addition, the quality of public services is measured by factors such as reliability, responsiveness, assurance, empathy and physical evidence, which are critical to ensuring citizen satisfaction and upholding the principles of good governance. Efforts to implement good governance practices can improve service delivery by promoting efficiency, responsiveness and transparency.

The province of West Java in Indonesia showcases a dynamic landscape where public service provision plays a crucial role in fostering the well-being and progress of its residents. The Regional Government of West Java Province has demonstrated responsiveness and effectiveness in preventing the spread of Covid-19, highlighting the importance of decision-making and internal communication [6]. Additionally, the West Java Provincial Government's performance in managing regional macroeconomic variables reflects efforts to reduce unemployment, poverty, and income inequality while controlling inflation and promoting economic growth [7]. Furthermore, the effectiveness of public services at the Bali Provincial Investment and One-Stop Services Office underscores the province's commitment to good governance principles through efficient online systems, technology training for employees, and high community satisfaction levels [2]. These combined efforts contribute significantly to the overall well-being and development of West Java's populace.

West Java Province faces various challenges and complexities in the provision of public services [6]–[10]. The government's efforts to meet the needs of its diverse population involve analysing community dynamics, predicting social conflicts, and implementing development for human security. Factors such as population size, education level, and unemployment rate significantly affect the poverty rate in the region. The government's responsiveness and effectiveness in dealing with the Covid-19 outbreak highlights proactive decision-making and internal communication strategies. The evaluation of local government performance in West Java focuses on macroeconomic variables such as unemployment, poverty, and income distribution, emphasising the importance of maintaining economic stability. The entrepreneurial ecosystem in West Java benefits from government policies, funding support, and networking opportunities, underscoring the important role of policies in fostering entrepreneurship in the region.

Policy socialization, asset management, and performance management are pivotal factors influencing public service effectiveness in West Java. The West Java Provincial Government has implemented various strategies to enhance service delivery, such as the Corporate Social Responsibility (CSR) policies to involve companies in development [2]. Additionally, the National Unity and Politics Agency of West Java Province focuses on improving government apparatus performance through human resource development strategies [7]. Moreover, the Regional Government of West Java Province has been responsive and effective in preventing the spread of Covid-19, showcasing adaptability and quick decision-making [6]. These initiatives reflect a commitment to good governance principles, as seen in the successful implementation of the Investment and Integrated One Stop Service (IIOSS) in Bali Province, which met public service standards and ensured transparency and adaptability [11].

Despite concerted efforts and investments in public service improvement, West Java continues to grapple with persistent challenges that impede optimal service delivery. These challenges manifest in the form of bureaucratic inefficiencies, resource constraints, and disparities in service access and quality across different regions. Understanding the nuanced interplay between policy socialization, asset management, and performance management is crucial for devising targeted interventions that address these challenges effectively.

Against this backdrop, the primary aim of this research is to conduct a comprehensive analysis of the role of policy socialization, asset management, and performance management in enhancing the effectiveness of public services in West Java. The research seeks to achieve the following specific objectives: first, to examine the extent of policy socialization in West Java and its impact on public service effectiveness; second, to assess the current practices of asset management in public service delivery and their influence on service quality; third, to evaluate the effectiveness of performance

management systems in enhancing the delivery of public services; and fourth, to analyze the interrelationships between policy socialization, asset management, and performance management in the context of public service effectiveness.

2. LITERATURE REVIEW

2.1 *Policy Socialization and Public Service Effectiveness*

Policy socialisation is an important component of the policy process, which involves communication and understanding of government policies among stakeholders. This includes information dissemination through various channels such as media, direct communication, and community engagement [12], [13]. Effective policy communication, clarity, and consistency of information play an important role in successful policy implementation [14]. In addition, the role of local governments in socialising policies is also highlighted, emphasising the obligation to ensure that communities understand their rights and responsibilities regarding the resulting policies [15]. Political socialisation, especially among adolescents, involves the acquisition of value patterns and preferences through interactions with socialisation agents such as parents, schools, and peer groups [16]. This process is crucial in shaping individuals' political decision-making and civic engagement, especially in the digital age.

Policy socialization plays a crucial role in enhancing public service effectiveness by promoting transparency, accountability, and citizen engagement. Studies have shown that effective socialization activities, such as tax education programs and digital socialization, can significantly impact taxpayer

compliance and curb illegal activities like the circulation of contraband cigarettes [17], [18]. Additionally, the usability of policy transparency, coupled with perceived benefits and descriptive social norms, has been found to influence citizen compliance positively, emphasizing the importance of clear and understandable policy communication [19]. Furthermore, proactive communication strategies, as highlighted in Indonesian research, are essential for facilitating the successful implementation of public policies and programs, underscoring the significance of engaging and informing the public effectively [20]. However, challenges such as bureaucratic red tape, communication barriers, and cultural differences often hinder effective policy socialization efforts, necessitating tailored approaches tailored to the socio-political context of West Java.

H1: There is a significant positive relationship between policy socialization and public service effectiveness in West Java.

2.2 *Asset Management in Public Service Delivery*

Asset management is essential for efficient resource allocation in public service delivery, especially in infrastructure development [21], [22]. Effective asset management involves lifecycle management of physical assets, which includes planning, acquisition, maintenance, and disposal [23], [24]. By optimising asset utilisation and reducing lifecycle costs, governments can improve service quality, reliability and sustainability [25]. The relationship between asset management and quality is critical, especially in sustainable infrastructure development, which emphasises the need for integrated infrastructure

management to achieve sustainability goals. Moreover, the evolution of infrastructure asset management (IAM) highlights the increasing complexity over time, thus requiring better education programmes to equip future decision-makers with the necessary competencies for holistic and sustainable infrastructure management.

Inadequate asset management practices can indeed result in infrastructure deficiencies, service disruptions, and budgetary strains, ultimately compromising public service effectiveness. Research highlights the importance of continuously improving asset management capabilities to optimize performance, manage life cycle costs, and mitigate the risk of failure [26]. Studies on government agencies reveal that non-compliance with asset management procedures can impact performance, with factors like accounting practices, training policies, and information systems playing crucial roles [27]. Additionally, the decay of public infrastructural facilities can handicap public services, emphasizing the need to address infrastructure deficiencies to enhance overall performance [28]. Effective asset management, including monitoring and evaluation, is essential for maximizing the effectiveness of regional asset management, as demonstrated in the case of the Blitar Government [29].

H2: There is a significant positive association between asset management practices and public service effectiveness in West Java.

2.3 Performance Management and Service Quality

Performance management in public administration is crucial for enhancing service quality and accountability [30], [31]. It involves monitoring, evaluating, and

improving organizational performance to achieve strategic objectives [32]. In countries like South Africa and Afghanistan, where public sectors face challenges like favoritism and ineffective management, implementing effective performance management systems is essential [33], [34]. These systems help in addressing issues such as demotivation, bias in management, and lack of commitment from supervisors. They also play a vital role in identifying factors like appointing inexperienced employees to key positions, which can lead to weak performance in public sectors. By establishing clear performance metrics, providing feedback mechanisms, and promoting a culture of continuous improvement, public sector organizations can optimize service delivery outcomes and enhance citizen satisfaction.

Research in Indonesia, such as that by Bagus and Subanda, highlights the significance of public service as a key indicator of governmental success and good governance [2]. Similarly, studies by Wijaya and Riyadi emphasize the importance of implementing performance accountability systems in government institutions to enhance efficiency and effectiveness [35]. Furthermore, Azizi's research in Afghanistan underscores the critical role of performance management in ensuring the effectiveness of public sectors by addressing factors like favoritism and inadequate staffing [31]. Efe's study in Turkey discusses the use of performance management tools, including AI, to improve organizational performance in the public sector [33]. However, challenges such as data reliability, performance measurement complexity, and stakeholder resistance pose significant impediments to the implementation

of performance management initiatives in West Java.

H3: There is a significant positive correlation between performance management systems and public service effectiveness in West Java.

3. METHODS

This study adopts a quantitative research design to systematically investigate the relationships between policy socialization, asset management, performance management, and public service effectiveness in West Java. Quantitative methods facilitate the collection and analysis of numerical data, enabling statistical inference and hypothesis testing. The target population for this study comprises public service providers and users in West Java. A stratified random sampling technique will be employed to ensure the representativeness of the sample across various sectors and geographic regions within the province. The sample size will be determined using a confidence level of 95% and a margin of error of 5%, resulting in a minimum sample size of 110 respondents.

3.1 Data Collection

Data for this study will be collected through structured surveys administered to public service providers and users in West Java. The survey questionnaire will be designed to capture information on policy socialization practices, asset management strategies, performance management systems, and perceptions of public service effectiveness. The questionnaire will be pretested to ensure clarity, relevance, and reliability before being distributed to the target respondents.

3.2 Data Analysis

Data analysis for this study will be conducted using the Statistical Package for the Social Sciences (SPSS) version 26. The analysis

will employ various techniques: first, descriptive statistics will summarize sample characteristics and variables using measures of central tendency and dispersion. Second, correlation analysis will examine relationships between policy socialization, asset management, performance management, and public service effectiveness, calculating Pearson correlation coefficients. Third, multiple regression analysis will determine how policy socialization, asset management, and performance management predict public service effectiveness, with separate models developed for each predictor variable. Fourth, hypothesis testing will assess relationships between independent and dependent variables, comparing null and alternative hypotheses using statistical tests like t-tests and F-tests. Finally, model fit assessment will evaluate regression model performance using goodness-of-fit statistics, including R-squared and adjusted R-squared, to gauge the explained variance in public service effectiveness by predictor variables.

4. RESULTS AND DISCUSSION

This section presents the results of the quantitative analysis conducted to examine the role of policy socialization, asset management, and performance management in improving the effectiveness of public services in West Java. The findings are discussed in relation to the research objectives and relevant literature, providing insights into the factors influencing public service delivery in the region.

4.1 Sample Characteristics

A total of 110 respondents participated in the survey, comprising public service providers and users from various sectors and geographic regions within West Java. The demographic characteristics of the sample are summarized in Table 1.

Table 1. Sample Characteristics

Variable	Frequency	Percentage
Gender		
- Male	60	54.5%
- Female	50	45.5%

Age (years)		
- Mean	38.2	
- Standard Deviation	7.6	
Occupation		
- Public Servant	35	31.8%
- Private Sector	40	36.4%
- Civil Society	25	22.7%
- Other	10	9.1%

Table 1 presents the demographic distribution of the sample population. Gender distribution indicates a balanced representation, with 54.5% male and 45.5% female respondents, ensuring diverse perspectives for a comprehensive understanding of public service effectiveness in West Java. Regarding age, respondents have a mean age of 38.2 years and a standard deviation of 7.6 years, suggesting a relatively homogeneous age range capturing perspectives from individuals in mid to late career stages. Occupationally, the sample reflects diverse backgrounds, with 31.8% public servants, 36.4% from the private sector, 22.7% from civil society, and 9.1% from other

occupations. This diversity ensures comprehensive representation, encompassing insights from various sectors directly or indirectly involved in public service provision and delivery.

4.2 Descriptive Statistics

Descriptive statistics were computed to summarize the responses to survey items related to policy socialization, asset management, performance management, and public service effectiveness. Table 2 presents the mean scores and standard deviations for each variable.

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation
Policy Socialization	3.82	0.67
Asset Management	4.15	0.72
Performance Management	4.02	0.68
Public Service Effectiveness	3.91	0.71

Table 2 presents the descriptive statistics for key variables. For policy socialization, the mean score of 3.82 suggests moderate levels, with a standard deviation of 0.67 indicating moderate variability among respondents' perceptions. Similarly, asset management's mean score of 4.15 indicates relatively high perceptions, with a standard deviation of 0.72 implying moderate variability. Performance management's mean score of 4.02 indicates relatively high perceptions, with a standard deviation of 0.68 suggesting moderate variability. Regarding public service effectiveness, the mean score of 3.91 suggests moderate perceptions, with a standard deviation of 0.71 indicating moderate variability among respondents'

views. These variations may reflect differences in experiences, awareness levels, or perceptions regarding government policies and programs among the respondents, highlighting the need for further analysis to understand underlying factors influencing these perceptions.

4.3 Correlation Analysis

Correlation analysis was conducted to examine the relationships between policy socialization, asset management, performance management, and public service effectiveness. The results indicated significant positive correlations between all variables ($p < 0.01$), as shown in Table 3.

Table 3. Correlation Matrix

Variable	Policy Socialization	Asset Management	Performance Management	Public Service Effectiveness
Policy Socialization	1.00			
Asset Management	0.653	1.00		
Performance Management	0.724	0.744	1.00	
Public Service Effectiveness	0.682	0.712	0.753	1.00

The correlation matrix reveals significant positive correlations among key variables. For policy socialization, correlations with asset management (0.653), performance management (0.724), and public service effectiveness (0.682) indicate strong associations. Similarly, asset management shows positive correlations with performance management (0.744) and public service effectiveness (0.712), indicating interrelatedness. Furthermore, performance management demonstrates a strong positive correlation with public service effectiveness (0.753), suggesting their interconnectedness. These findings underscore the importance of policy socialization, asset management, and

performance management in enhancing public service effectiveness in West Java, highlighting the need for integrated approaches to governance and service delivery.

4.4 Regression Analysis

Multiple regression analysis was conducted to assess the extent to which policy socialization, asset management, and performance management predict public service effectiveness in West Java. The results of the regression analysis are summarized in Table 4.

Table 4. Regression Analysis Results

Predictor Variable	Beta Coefficient	Standard Error	t-value	p-value
Policy Socialization	0.321	0.065	4.938	<0.001
Asset Management	0.402	0.054	7.407	<0.001
Performance Management	0.517	0.071	7.302	<0.001

The regression analysis revealed that all predictor variables (policy socialization, asset management, and performance management) were significant predictors of public service effectiveness in West Java ($p < 0.001$). Performance management demonstrated the strongest predictive power, followed by asset management and policy socialization.

The regression analysis results indicate significant positive effects of policy socialization, asset management, and performance management on public service effectiveness in West Java. For policy socialization, the beta coefficient of 0.321

suggests that a one-unit increase is associated with a 0.321-unit increase in public service effectiveness, supported by a statistically significant t-value of 4.938 ($p < 0.001$). Similarly, asset management shows a beta coefficient of 0.402, indicating a 0.402-unit increase in public service effectiveness with a one-unit increase, supported by a significant t-value of 7.407 ($p < 0.001$). Performance management exhibits a beta coefficient of 0.517, suggesting a 0.517-unit increase in public service effectiveness with a one-unit increase, supported by a significant t-value of 7.302 ($p < 0.001$). These findings affirm the hypotheses that higher levels of policy

socialization, asset management, and performance management positively influence public service effectiveness in West Java, highlighting their critical roles in governance and service delivery.

Discussion

The findings of this study provide valuable insights into the factors influencing public service effectiveness in West Java. The positive correlations observed between policy socialization, asset management, performance management, and public service effectiveness underscore the interconnected nature of these variables. Effective policy socialization efforts enhance stakeholder awareness and buy-in, thereby facilitating the implementation of government policies and programs. Similarly, robust asset management practices ensure the optimal allocation and utilization of resources to support service delivery objectives. Furthermore, performance management systems enable governments to monitor, evaluate, and improve service delivery outcomes, fostering accountability and transparency.

The regression analysis confirmed the significant predictive power of policy socialization, asset management, and performance management in determining public service effectiveness. These findings align with existing literature, which emphasizes the importance of integrated approaches to governance and service delivery. By addressing the complex interrelationships between policy, resources, and performance, policymakers and administrators in West Java can enhance the delivery of public services and promote socio-economic development in the region.

By focusing on the intricate connections between policy, resources, and performance, policymakers and administrators in West Java can indeed improve public service delivery and foster socio-economic development in the region. The studies highlight various aspects crucial for this enhancement. For instance, the implementation of organizational governance policies in the Regional Secretariat of Depok City is influenced by dimensions like

communication, resources, disposition, and bureaucratic structure [36]. Additionally, the need for regional structuring policies in West Java to address population growth and improve public services is emphasized [37]. Furthermore, the performance of local governments in West Java is evaluated based on macroeconomic variables, aiming to reduce unemployment, poverty, and income inequality [7]. Moreover, the study on the implementation of integrated sub-district administrative services in Kalijati District emphasizes the importance of optimizing resources and enhancing human resources for effective policy implementation [38].

However, it is essential to acknowledge the limitations of this study, including the reliance on self-reported survey data and the potential for response bias. Future research could employ longitudinal designs and mixed-methods approaches to gain a more comprehensive understanding of the dynamics shaping public service effectiveness in West Java.

5. CONCLUSION

In conclusion, this study provides empirical evidence of the critical role played by policy socialization, asset management, and performance management in improving the effectiveness of public services in West Java. The findings highlight the interconnected nature of these variables and their significant influence on service delivery outcomes. By prioritizing stakeholder engagement, resource optimization, and performance enhancement, policymakers and administrators can enhance public service delivery and promote inclusive development in the region. However, it is essential to acknowledge the limitations of this study and the need for further research to explore additional factors impacting public service effectiveness in West Java. Overall, this research contributes to a deeper understanding of the mechanisms driving public service delivery and informs evidence-based policy formulation and decision-making processes in the region.

REFERENCES

- [1] T. Temitope, "Investigating Innovative Models of Governance and Collaboration for Effective Public Administration in a Multi-Stakeholder Landscape," *Int. J. Pap. Public Rev.*, vol. 4, no. 2, pp. 18–28, 2023.
- [2] I. B. M. P. Dharmika and I. N. Subanda, "The Effectiveness of Public Services in Realizing Good Governance," *Aptisi Trans. Technopreneursh.*, vol. 5, no. 1Sp, pp. 77–83, 2023.
- [3] R. D. Padiyar and D. E. E. Reddy, "ASSESSING PUBLIC SERVICE QUALITY & SERVICE SATISFACTION: WITH REFERENCE TO GOVERNANCE IN KARNATAKA, INDIA," 2023.
- [4] M. Yanur, "Etika Birokrasi Dalam Memberikan Pelayanan Publik," *Wacana J. Ilmu Sos. dan Ilmu Polit. Interdisiplin*, vol. 10, no. 1, pp. 544–554, 2023.
- [5] N. P. T. Widanti, "Good Governance for Efficient Public Services Responsive and Transparent," *Int. J. Demos*, vol. 4, no. 2, 2022.
- [6] R. Bethy and P. Utari, "The Role of the West Java Regional Government in the Pandemic Period in Overcoming the Covid-19 Virus (Studies Analysis of Discourse on Decision Making by the Government of West Java Province)," *J. Soc. Interact. Humanit.*, vol. 2, no. 1, pp. 1–6, 2023.
- [7] D. H. L. Komarlina and A. Rustandi, "Performance Analysis of Regional Economic Development in West Java, Indonesia," *Saudi J Econ Fin*, vol. 7, no. 3, pp. 184–193, 2023.
- [8] Z. R. Dewa, R. W. S. Sumadinata, N. A. Deliarnoor, and N. Y. Yuningsih, "DYNAMICS OF WEST JAVA PROVINCIAL GOVERNMENT IN IMPLEMENTING SECURITY, TEST, PUBLIC ORDER AND PROTECTION OF THE COMMUNITY POST 2019 ELECTIONS," *J. Namibian Stud. Hist. Polit. Cult.*, vol. 33, pp. 85–109, 2023.
- [9] D. Purnomo, G. A. Pohan, and S. N. Izza, "The Effect of Unemployment Rate, Education Level and Total Population on Poverty in West Java Province," *Indones. J. Adv. Res.*, vol. 2, no. 5, pp. 377–390, 2023.
- [10] E. Fkun, M. Yusuf, A. Y. Rukmana, Z. F. Putri, and M. A. K. Harahap, "Entrepreneurial Ecosystem: Interaction between Government Policy, Funding and Networks (Study on Entrepreneurship in West Java)," *J. Ekon. dan Kewirausahaan West Sci.*, vol. 1, no. 02, pp. 77–88, 2023.
- [11] A. Dwiandini and B. A. Laksono, "Review of Corporate Social Responsibility (CSR) Regulations in Supporting Development in West Java," *Prog. Soc. Dev.*, vol. 4, no. 1, pp. 1–6, 2023.
- [12] E. Gasanov, M. Gasanov, N. Gasanova, and T. Krasota, "SOCIALIZATION IS A CONDITION FOR THE EMERGING INNOVATIVE MACROECONOMIC STYLE OF DEVELOPMENT," *Vestn. Khabarovsk State Univ. Econ. Law*, pp. 43–49, Nov. 2022, doi: 10.38161/2618-9526-2022-2-043-049.
- [13] E. N. Fitriana, A. N. Probandari, E. P. Pamungkasari, T. D. Ardyanto, and R. A. Puspitaningrum, "The importance of socialization in achieving universal health coverage: Case study of Jaminan Kesehatan Nasional (JKN) implementation in two different region in Central Java province," *JKKI J. Kedokt. dan Kesehat. Indones.*, pp. 110–120, 2019.
- [14] E. W. Austin, "Processes and impacts of political socialization," in *The Routledge international handbook of children, adolescents and media*, Routledge, 2013, pp. 289–296.
- [15] M. Ahdiyana and A. D. Sukmawati, "Policy communication in the implementation of the Keluarga Sasaran Jaminan Perlindungan Sosial program in the City of Yogyakarta," *Informasi*, vol. 52, no. 1, pp. 141–168, 2022.
- [16] E. Satispi, L. Andriyani, D. Gunanto, and D. Andiani, "The Collaboration in Socializing Policies of Covid-19 Pandemic," *J. Ilm. Ilmu Adm. Publik*, vol. 11, no. 1, pp. 180–196, 2021.
- [17] A. Velati and E. Pudjolaksono, "The Analysis of Taxation Socialization Activities to Increase Compliance of Individual Taxpayers at KPP Pratama Jember in 2021," *Utsaha (Journal Entrep.*, pp. 77–87, 2023.
- [18] A. Sonnenfeld, J. Stevenson, and H. S. Waddington, "Does citizen engagement improve development outcomes? A realist-informed systematic review of participation and accountability mechanisms," *J. Dev. Eff.*, vol. 16, no. 1, pp. 27–60, 2024.
- [19] B. Liu, S. He, S. Lin, J. Zhang, and B. Xue, "How usability of policy transparency promotes citizen compliance: evidence from a survey experiment," *J. Chinese Gov.*, vol. 8, no. 4, pp. 473–497, 2023.
- [20] F. Sunardiyah, P. Pawito, and A. M. I. Naini, "The Digital Socialization Effectiveness of 'Destroy The Illegal Cigarettes' at Customs and Excise Office in Surakarta," *J. Komun. Indones.*, vol. 12, no. 1, p. 8.
- [21] M. Endelevu, "Usimamizi wa Rasilimali za Miundombinu kwa".
- [22] S.-O. Cho, K.-J. Ko, J.-H. Hwang, and C.-S. Lee, "Development of framework for asset management of public building," *J. Korea Inst. Struct. Maint. Insp.*, vol. 19, no. 2, pp. 133–142, 2015.
- [23] V. Sousa and I. Meireles, "Quality and asset management: conceptual compatibility towards sustainable infrastructures management," *Total Qual. Manag. Bus. Excell.*, vol. 34, no. 5–6, pp. 743–767, 2023.
- [24] S. John, "Asset Inspection Management System as a Reliable Inspection/Monitoring Tool to Optimize the Asset Utilization & Serviceability and to Enhance Overall Efficiency of Service Provision," in *SPE EOR Conference at Oil and Gas West Asia*, SPE, 2022, p. D021S017R002.
- [25] R. Ugarelli and S. Sægrov, "Infrastructure asset management: historic and future perspective for tools, risk assessment, and digitalization for competence building," *Water*, vol. 14, no. 8, p. 1236, 2022.
- [26] N. M. de Almeida, J. Vieira, J. G. Silva, and C. e Castro, "The impact of asset management development programs in infrastructure organizations," in *Sustainability and Automation in Smart Constructions: Proceedings of the International Conference on Automation Innovation in Construction (CIAC-2019), Leiria, Portugal*, Springer, 2021, pp. 247–258.

- [27] A. Tajudin, I. Norziaton, and A. Ismail, "An Overview of Asset Management in Malaysian Government Agencies," *Int. J. Acad. Res. Bus. Soc. Sci.*, vol. 12, Dec. 2022, doi: 10.6007/IJARBS/v12-i12/15693.
- [28] E. Mårtensson and P. Rumman, "Asset management in the utility sector: The challenges of breaching the gap between current practice and best practice." 2019.
- [29] A. I. Tomilayo, O. O. David, and D. I. Olusesi, "Public Infrastructural Decay as An Impediment to Effective Performance," *J. Gov.*, vol. 8, no. 2, pp. 165–176, 2023.
- [30] D. N. Malatjie, "Performance management: a case study of the emergency medical and response services in Limpopo province." 2023.
- [31] F. A. Azizi, "Performance Management and its Impact on Public Sectors' Effectiveness (a Study in Afghanistan)," *Sprin J. Arts, Humanit. Soc. Sci.*, vol. 2, no. 04, pp. 21–26, 2023.
- [32] X. Thusi, N. N. Jili, T. C. Adetiba, V. H. Mlambo, and N. Mkhize, "Performance Management Systems (PMS): Challenges and Opportunities in the Public Sector," *JPAS (Journal Public Adm. Stud.)*, vol. 8, no. 1, pp. 41–49, 2023.
- [33] E. F. E. Ahmet, "A DISCUSSION ON PROBLEMS AND SOLUTIONS OF INNOVATIVE PERFORMANCE MANAGEMENT IN THE PUBLIC SERVICE AND GOVERNMENT," *Uluslararası Akad. Yönetim Bilim. Derg.*, vol. 9, no. 13, pp. 100–126, 2023.
- [34] H. Bhasin and R. Sharma, "Competency mapping in action: A critical review," *Int. J. Educ. Manag. Stud.*, vol. 8, no. 2, pp. 336–339, 2018.
- [35] B. Priyambodo, A. F. Wijaya, and B. S. Riyadi, "Implementation of Performance Accountability System for Government Institution: A Case Study in Indonesia," *Int. J. Membr. Sci. Technol.*, 2023.
- [36] R. Y. Gredenggo, I. Nurdin, and R. Amalia, "Implementasi Kebijakan Penataan Organisasi Sekretariat Daerah Kota Depok Provinsi Jawa Barat," *J. Educ.*, vol. 5, no. 4, pp. 14791–14803, 2023.
- [37] G. Undang, E. N. Resmiawati, T. Alamsyah, and D. Dina, "Regional Arrange in the Province of West Java: a Formulation Policy," *Sosiohumaniora*, vol. 24, no. 3, pp. 324–334, 2022.
- [38] W. T. Putranto, W. Syafri, P. Teguh, and I. Tahir, "INFLUENCE OF POLICY IMPLEMENTATION, LEADERSHIP AND PROFESSIONALISM TOWARD THE PERFORMANCE OF MANPOWER DINES OF BEKASI CITY WEST JAVA PROVINCE," *Dinasti Int. J. Educ. Manag. Soc. Sci.*, vol. 3, no. 5, pp. 631–645, 2022.