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THE EFFECT OF DYNAMIC SERVICE CAPABILITY, SERVICE DOMINANT ORIENTATION ON THE PERFORMANCE OF EMPLOYEES IN SOCIAL SERVICES IN THE HARAPAN FAMILY PROGRAM IN PAMEKASAN DISTRICT WITH TECHNOLOGICAL CAPABILITIES AS VARIABLE INTERVENING

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ABSTRACT

This study entitled "The Effect of Dynamic Service Capability, Service Dominant Orientation on Employee Performance of the Social Service in the Family Hope Program (PKH) Pamekasan Regency with Technological Capabilities as Variable Intervening." The purpose of this study was to examine the effect of Dynamic Service Capability, Service Dominant Orientation on Employee Performance of the Social Service for the Family Hope Program (PKH) Pamekasan Regency. The sample used in this study were 100 respondents who were taken using incidental sampling techniques. The data was collected by distributing a questionnaire with several statements. While the technical data analysis used in this study is to use Partial Least Square (PLS). The results in this study indicate that:

Keywords: Dynamic Service Capability, Service Dominant Orientation, Technological Capabilities, Employee Performance

PRELIMINARY

Indonesia is an archipelagic country that has a very large population, from the large number of people, there are not a few people whose standard of living is still below welfare, meaning that the number of poor people is still large. Thus, Indonesia has a Ministry of Social Affairs whose function is also to take care of the poor, this institution has representatives in their respective regions, one of which is the Social Service in Pamekasan Regency. The Social Service has the task of carrying out some regional government affairs based on the principle of autonomy and unification tasks in the social sector. To carry out these tasks, the Social Service carries out functions: Formulation of technical policies in the social sector, Organizing government affairs and public services in the social sector, Guidance and implementation of tasks in the social sector, Organizing secretarial services, Organizing coaching, supervising, managing the technical implementing unit (UPT) of the service, Implementation of other tasks assigned by the Mayor in accordance with their duties and functions. Therefore, the presence of the Social Service has a very positive influence and feels useful in providing care for people whose standard of living is still in the poverty category. In addition, the Office of Social Affairs is also a government institution within the auspices of regional governance (Province / City / Regency) which is devoted to dealing with problems of social life in the midst of society. In principle, as is management of the official technical implementing unit (UPT), Implementation of other tasks assigned by the Mayor in accordance with their duties and functions. Therefore, the presence of the Social Service has a very positive influence and feels useful in providing care for people whose standard of living is still in the poverty category. In addition, the Office of Social Affairs is also a government institution within the auspices of regional governance (Province / City / Regency) which is devoted to dealing with problems of social life in the midst of society. In principle, as is The presence of the Office of Social Affairs has a very positive influence and feels useful in providing concern for people whose standards of life are still in the poverty category. In addition, the Office of Social Affairs is also a government institution within the auspices of regional governance (Province / City / Regency) which is devoted to dealing with problems of social life in the midst of society. In

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The Social Service is expected to be able to become a problem solver of problems that hit social life. One of the Social Service programs that is of great concern is the Family Hope Program or PKH, which has been suspected of being the Social Service's flagship program in dealing with poverty cases in every city / district throughout Indonesia. Family Hope Program, hereinafter referred to as PKH, is a program for providing conditional social assistance to Poor Families (KM) who are designated as PKH beneficiary families. This program was initiated by the government to become a bridge to the welfare of the community

According to Kaswan (2011; 68) Performance is an employee's ability to do work that may be improved by emphasizing his strengths and understanding what changes are needed. Performance in an organization is carried out by all human resources in the organization, both the leadership and workers. There are many factors that can affect human resources in carrying out their performance. There are factors that come from within human resources and from outside themselves.

Sugiarto (1999: 12) argues that Dynamic Service Capability is an act of service providers or services to customers through the presentation of products or services in accordance with the applicable measures of the product or service to meet customer needs, wants, and expectations.

According to Parker and Pettijohn, quoted from the management journal by Ida Sulistiawati, Service Dominant Orientation is a responsibility in the seller relationship or the supply of needs and customers. The quality of the interactions is important to determine customer satisfaction with interactions. This shows that service quality is antecedent to customer trust and customer satisfaction and trust have a positive impact on purchase intentions.

Nakata et al., (2008) define Technological Capabilities as the ability of a computer system, computer collection and related technologies within an organization to store, process, and convey information. Technological capacities are seen as inherent in the processes and routine activities of a company that enable the company to create value from its assets.

Based on the above statement, researchers want to do further research on Dynamic Service Capability, Service Dominant Orientation, Technological Capabilities on the performance of employees at the Social Service for the Family Hope Program (PKH) in Pamekasan Regency.

LITERATURE REVIEW

Resource Based Teory

Resources Based Teory according to Wernerfelt (1984: 20), which explains that the company's performance will be optimal if it has a competitive advantage so that it can produce value for the company. In terms of competitive advantage, it means something that is inherent in the company and difficult to imitate, and can manage its resources properly. According to Kutyanto (2008: 12) competitive advantage is generated from the company's ability to manage its resources well so that it can produce satisfactory value for the company, the resources here are in the form of intellectual capital including human capital, structural capital, customer capital in the business world. The resources in question are everything that is owned and controlled by the company which includes assets of the ability of individuals or employees, knowledge of technology,

Dynamic Service Capability

Dynamic Service Capability is the ability of a company or individual to adapt quickly to a fast changing environment as the main source of competitive advantage in the modern business world. Service is an activity that is directed at ensuring that the product is handled in order to obtain maximum capabilities, including response time and availability. Service is an activity, benefit, or satisfaction offered when it is essentially invisible and imperceptible, and does not result in ownership of anything Kotler and Armstrong (1993). Sugiarto (1999: 22) defines Service as an action taken to meet the needs of others whose level of satisfaction can only be felt by those who serve and those who are served. The services provided to customers must be of high quality.

Dynamic Service Capability is how well an organization or company is able to respond to customer needs or services delivered and provided to customers DeSimone and Harris (1998: 30). Both also said that Dynamic Service Capability can be measured by service response time (speed), service assurance, and customer satisfaction level. Sugiarto (1999: 12) argues that Dynamic Service Capability is an act of service providers or services to customers through the presentation of products or services in accordance with the applicable measures of the product or service to meet customer needs, wants, and expectations. According to Zeithaml and Bitner (2000: 40), Dynamic Service Capability is directly influenced by the behavior of service providers, namely employees.

Service Dominant Orientation

Service Dominant Orientation derived from a service dominant logic that centers on a new marketing logic that emphasizes service superiority (requires specialized knowledge skills in the exchange process). Service Dominant Orientation is the attitude and work behavior in providing services to those served, including the community, superiors, colleagues and other agencies. According to Bolton and Drew, one of the most important ways in establishing a relationship with a high quality customer, meeting customer satisfaction can be achieved through consistency. Consistently dealing with customers through the interaction process and scans will make a positive impact on the consumer experience of the consumer. In the end, customer satisfaction through good relationships is crucial if the interaction between salespeople and customers continues. Basically, service design is different. In service, it involves more human resources. Services also include co-production where both the customer and the service provider are involved in service operations. Service quality as perceived by customers can be defined as the level of conformity between customer wants or expectations and their perceptions.

Technological Capabilities

Zhang et al (2010) define *Technological Capabilities* as the company's ability to mobilize and deploy resources based on information technology in combination or in combination with other resources and capabilities. Nakata et al., (2008) define Technological Capabilities as the ability of a computer system, a collection of computers and related technologies within an organization to store, process and convey information. Technological capacities are seen as inherent in the processes and routine activities of a company that enable the company to create value from its assets. Richardson et al (2003).

Technological Capabilities is a tool that can help companies to make decisions, solve problems or plan. Zhu and Nakata (2007) see that an IT that is applied by a company will have several positive impacts on its business activities. IT can collect and integrate various data that companies need in understanding problems that arise. Zhu and Nakata (2007) in the study saw that the customer orientation carried out by the company would work well if it was facilitated by its technological capacities. Rodriguez et al., (2014) presented the results of their research conducted in various types of industries, showing that information technology used in the form of mass media technology and customer relationship management (CRM) systems is able to influence customer-oriented activities carried out by companies. Good technological capacities in a company will help the company understand its customers, increase the company's confidence in adapting to changing customer needs, measure customer satisfaction and harmonize the company's sales and marketing activities with meeting customer needs.

Employee performance

Kaswan (2011; 68) Performance is the ability of employees to do work that may be improved by emphasizing their strengths and understanding what changes are needed. Performance in an organization is carried out by all human resources in the organization, both the leadership and workers. There are many factors that can affect human resources in carrying out their performance. There are factors that come from within human resources and from outside themselves.

According to Mangkunegara (2005; 67) said that the term performance comes from the word "Job Performance or Actual Performance" which means work performance or actual achievement achieved by someone. The definition of performance itself is the result of work in quality and quantity achieved by someone in carrying out their duties in accordance with the given

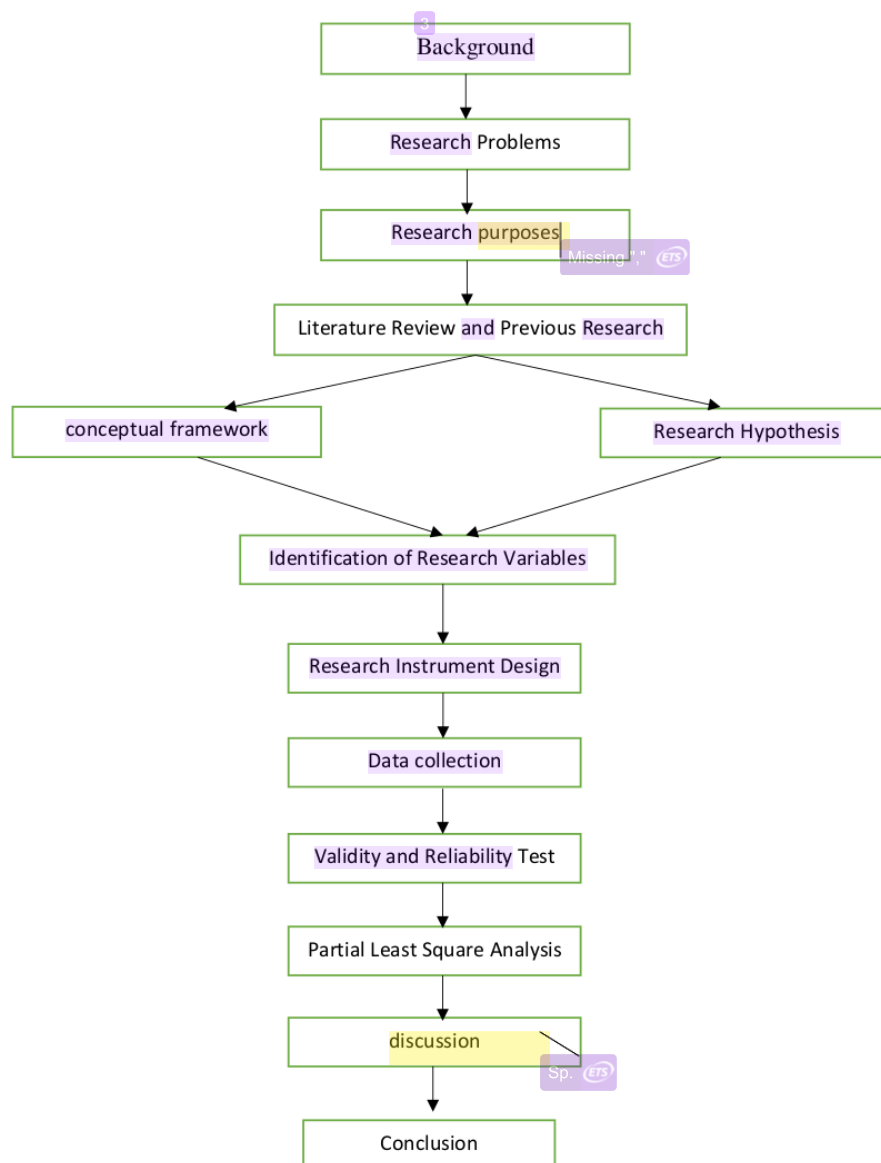
responsibilities.

Research Hypothesis

- H1: Dynamic service capability has a significant effect on technological capabilities
- H2: Service dominant orientation has a significant effect on technological capabilities
- H3: Dynamic service capability has a significant effect on employee performance
- H4: Service dominant orientation has a significant effect on employee performance
- H5: Technological capabilities have a significant effect on employee performance

RESEARCH METHODOLOGY

The research design is planning in a conceptual framework of the structure of the relation of variables in a research study (Kalinger, 1990: 532). Detailed planning is used as a guideline for research studies that lead to the objectives of the study (Aeker and Day, 2001). The schematic of the research flow design can be seen in the following figure:

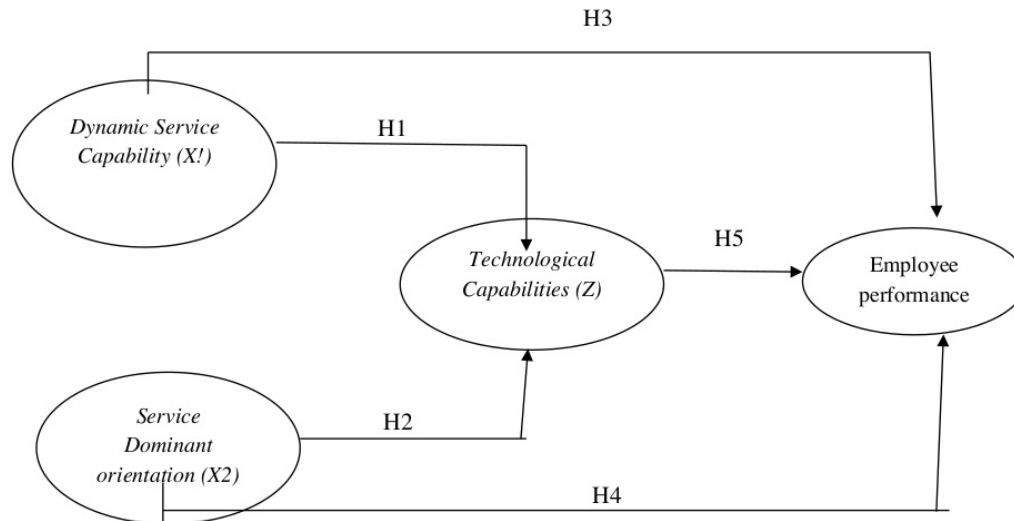


Research Flow Design

conceptual framework

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Based on the background of the problem, the research objectives, the benefits of the research and the theoretical review above, the conceptual framework of research that is designed to be the main framework (formed as a whole) is comprehensive, and can be seen in Figure 1. as below:



RESULTS AND DISCUSSION

In this study, the researcher determined that there were 5 problem formulations with 4 variables, namely Dynamic Service Capability (X1), Service Dominant Orientation (X2), Technological Capabilities (Z) and Employee Performance (Y). To make it easier to understand the flow of data testing, the researcher will first show the structural model (outer model). In the following image:

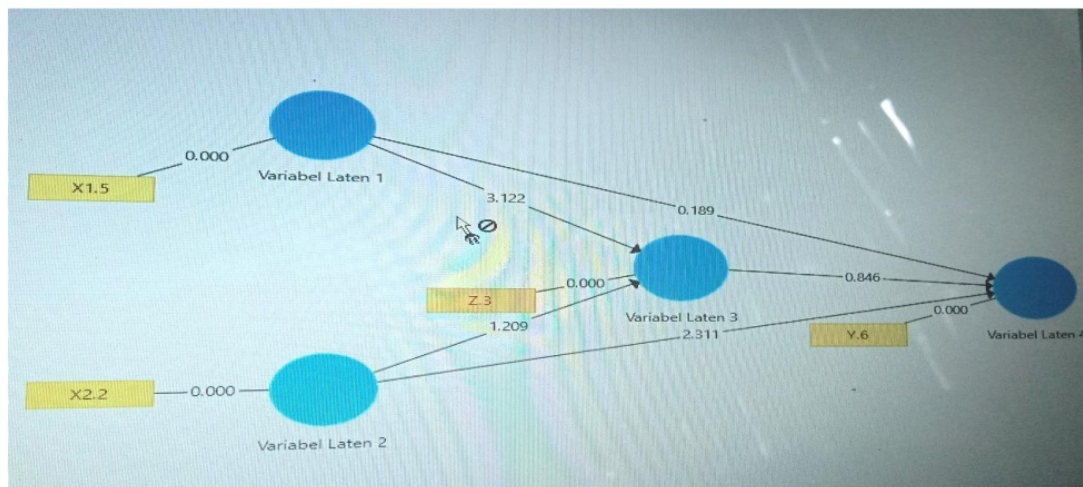


Table 1
Outer Loading value

	Latent variable 1	Latent variable 2	Latent variable 3	Latent variable 4
X1.5	1,000			
X2.2		1,000		
Y.6			1,000	
Z.3				1,000

Table 2
Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)
DYNAMIC SERVICE CAPABILITY	1,000
SERVICE DOMINANT ORIENTATION	1,000
TECHNOLOGICAL CAPABILITIES	1,000
EMPLOYEE PERFORMANCE	1,000

Table 3
Cross Loading

	Dynamic Service Capability variables	Variable Service Dominant Orientation	Variable Technological Capabilities	Employee performance variables
X1.5	1,000	-0.057	0.341	-0.004
X2.2	-0.057	1,000	-0.134	0.213
y.6	-0.004	0.213	0.044	1,000
z.3	0.341	-0.134	1,000	0.044

Table 4
Reliability Test

	Cronbach's Alpha	Composite Reliability
Variable Dynamic service capability	1,000	1,000
Variable service dominant orientation	1,000	1,000

Variable technological capabilities	1,000	1,000
Employee performance variables	1,000	1,000

Hypothesis test

In testing the hypothesis, the value analyzed is the value that is in the T-statistic generated from the PLS output by comparing it with the t-table value, the PLS output is an estimate of the latent variable which is the linear aggregate of the indicator.

Table 5
Hypothesis Testing Coefficient Path

	Original Sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T-Statistics	P Values	Information
H1: dynamic service capability -> variable technological capabilities	0.335	0.336	0.107	3,122	0.002	Take effect
H2: dynamic service capability -> employee performance variables	-0.019	-0.024	0.099	0.189	0.850	No effect
H3: service dominant orientation -> Variable technological capabilities	-0,115	-0.027	0.095	1,209	0.227	No effect
H4: service dominant orientation-> Employee performance variables	0.223	0.215	0.097	2,311	0.021	Take effect
H5: Variable technological capabilities -> Variable employee performance	0.081	0.079	0.095	0.846	0.398	No effect

Discussion

Based on the analysis of the results of previous research, the results of the analysis of the effect of dynamic service capability on technological capabilities, the influence of service dominant orientation on technological capability, the effect of dynamic service capability on employee performance, the effect of service dominant orientation on employee performance will be conducted and the effect of technological capabilities to the performance of employees in the social services in the Family Hope Program (PKH).

The Influence of Dynamic Service Capability with Technological Capabilities

The results of this study prove that dynamic service capability has an effect on technological capabilities, it can be seen that based on the estimation results of the bootstrap, the parameter coefficient value for the structural model is obtained. statistic of 3,122. This means that the higher the dynamic service capability (X1), the higher the technological capabilities, meaning

that dynamic service capability is really needed by an employee to get achievements in the company.

The Effect of Dynamic Service Capability on Employee Performance

The results of this study prove that dynamic service capability has no effect on employee performance, it can be seen based on the estimation results of the bootstrap, obtained the parameter coefficient value for the structural model, there is no influence between the dynamic service capability variable (X1) on employee performance (Y) of -0.019. with a T-statistic value of 0.189 This is due to the lack of ability of companies or individuals to adapt and provide services quickly to a rapidly changing environment as the main source of competitive advantage in the modern business world, besides that companies cannot choose employees who have quality that can help and provide something superior to the company, The presence of employees should have a positive impact so that they can make the company better and with more integrity so that the public can trust them.

The Influence of Service Dominant Orientation with Technological Capabilities

The results of this study prove that the Service Dominant Orientation has no effect on technological capabilities, meaning that technological capabilities cannot be influenced by the pattern and style of service dominant orientation, where many companies already use this variable. This can be seen based on the bootstrap estimation results, obtaining parameter coefficient values for the structural model, there is no influence between the Service Dominant Orientation (X2) variable on technological capabilities (Z) of -0.115 with a T-statistic value of 1.209 This is due to the lack of the emphasis on the priority of service, which should be prioritized by the company to get positive value from the people it serves, whereas services that use technological assistance are sufficient to help the quality of service of a company, the employees that are owned must have quality abilities to be able to use technology services that are combined into service variables (the need for special knowledge skills in the exchange process). So that it cannot provide services effectively and efficiently to the community (customers) by utilizing technology functions, and it can be interpreted that the service is not helped by the presence of technology in completing work and responsibilities that are owned by employees. Owned employees must have quality abilities to be able to use technology services that are combined into service variables (the need for special knowledge skills in the exchange process). So that it cannot provide services effectively and efficiently to the community (customers) by utilizing technology functions, and it can be interpreted that the service is not helped by the presence of technology in completing the work and responsibilities of employees. Owned employees must have quality abilities to be able to use technology services that are combined into service variables (the need for special knowledge skills in the exchange process). So that it cannot provide services effectively and efficiently to the community (customers) by utilizing technology functions, and it can be interpreted that the service is not helped by the presence of technology in completing the work and responsibilities of employees.

Effect of Service Dominant Orientation on Employee Performance

The results of this study prove that Service Dominant Orientation has an effect on employee performance, it can be seen that based on the bootstrap estimation results, the parameter coefficient value for the structural model is obtained, there is an influence between the Service Dominant Orientation (X2) variable on employee performance (Y) of -0.223 with a T value. -statistics of 2,311. This is due to the existence of good and quality service within the company. In this regard, in accordance with Law No.25 of 2009 concerning Service, improving the quality of service dominant orientation is an effort that must be carried out continuously. To provide good service, the organization must be able to provide good service quality.

Influence of Technological Capabilities with Employee Performance

The results of this study prove that Technological Capabilities have no effect on employee performance, this can be seen based on the bootstrap estimation results, obtaining parameter coefficient values for structural models, meaning that employee performance cannot be significantly influenced by Technological Capabilities, even though there is an influence between the Technological Capabilities variable. (Z) on employee performance (Y) is -0.081 with a T-

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statistic value of 0.846. This is due to the absence of the company's ability to mobilize and deploy resources based on information technology in combination or in combination with other resources and capabilities. the company does not prepare the ability of its resources to adapt manual work to the full of technology, so that there is no synchronization or acceleration of performance between resources and the presence of technology. In addition, there is a lack of tools that can help companies make decisions, solve problems or plan, tools that can help the company to do this are very important to help accelerate performance and help companies to have quality and trustworthy integrity. Zhu and Nakata (2007) see that an IT that is applied by a company will have several positive impacts on its business activities. IT can collect and integrate various data that companies need in understanding problems that arise.

CONCLUSION

Based on the data analysis and discussion that has been carried out, the following conclusions can be drawn:

1. H1 which states that dynamic service capability affects technological capabilities. The results showed that dynamic service capability has an effect on technological capabilities in the social service sector PKH Pamekasan Regency.
2. H2 which states that service dominant orientation has an effect on technological capabilities is rejected. The results showed that the service dominant orientation had no effect on technological capabilities in the social service sector PKH Pamekasan district.
3. H3 which states that dynamic service capability affects employee performance is rejected. The results showed that dynamic service capability had no effect on the performance of social service employees in the PKH field of Pamekasan district.
4. H4 which states that service dominant orientation affects employee performance is accepted. The results showed that the service dominant orientation had an effect on the performance of social service employees in the PKH sector in Pamekasan district.
5. H5 which states that technological capabilities have an effect on the performance of social service employees in the PKH field of Pamekasan Regency. The results showed that technological capabilities would affect the performance of social service employees in the PKH field of Pamekasan district.

SUGGESTION

The use of other research objects besides PKH social service. Adding other moderating variables that are able to moderate the variable x to the y variable so that it can influence or mediate the relationship between variables. In further research it is expected to use other variables than the variables in this study.

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