

The Role of Human Resource and Communication Competencies on Public Service Performance and Community Satisfaction: A Systematic Literature Review

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Abstract

This study applies the Systematic Literature Review (SLR) method as a preliminary study to investigate the role of human resource (HR) competencies and communication competencies in shaping public service performance and community satisfaction. Drawing from more than 20 peer-reviewed journal articles and empirical studies across global and Indonesian contexts, this review highlights the mediating role of Organizational Citizenship Behavior (OCB) in public administration. The findings reveal that interpersonal and technical competencies, combined with clear and empathetic communication, are fundamental to enhancing service efficiency, responsiveness, and citizen trust. The study contributes to theory and policy by mapping trends, identifying research gaps, and offering recommendations for competency development in public institutions.

Keywords: Systematic Literature Review (SLR), Human Resource Competency, Communication Competency, Public Service Performance, Community Satisfaction, Organizational Citizenship Behavior.

1. Introduction

1.1 Background of this study

In recent decades, public sector organizations have faced increasing pressure to improve service quality, accountability, and citizen satisfaction (Wibowo, 2016; Robbins & Judge, 2017). As performance in public services is often measured through both process and outcome metrics, scholars emphasize the relevance of employee competencies in achieving effective governance (Yildiz, 2022; Rekarti et al., 2025; Sedarmayanti, 2018; Azzam & Yusriani, 2025).

Public sector institutions are increasingly expected to deliver efficient, ethical, and citizen-centered services. In this context, the concept of Organizational Citizenship Behavior (OCB) has emerged as a valuable behavioral lens for evaluating how employee competencies translate into discretionary actions that support organizational performance. These actions are often not formally recognized in job descriptions but have significant implications for service quality and public trust (Organ, 1988; Podsakoff et al., 2000).

Underlying such behaviors is the concept of self-efficacy, defined as an individual's belief in their capability to perform specific tasks successfully (Bandura, 1982, 1997). Self-efficacy not only influences motivation but also determines whether civil servants proactively engage in collaborative, ethical, and service-oriented behavior in the absence of external incentives (Hendrian & Patiro, 2020; Rekarti et al., 2025).

In parallel, studies in Indonesia and beyond have shown that communication competence and professional skills significantly predict both job satisfaction and OCB (Rahayu & Prasetyo, 2021; Jusup, 2021; Sivanissa et al., 2022). These findings align with the shift from transactional to transformational models of governance that center on human behavior, engagement, and emotional intelligence (Robbins & Judge, 2017; Sanghi, 2016; Bandura, 1997).

Human resource (HR) competency is defined as the integration of knowledge, skills, and attitudes required for task execution, problem-solving, and innovation (Spencer & Spencer, 1993; Sanghi, 2016). Numerous studies underscore the significance of HR competence in fostering job satisfaction, enhancing performance, and enabling adaptive public service delivery (Rahadi et al., 2021; Artanti et al., 2019; Tiwa, 2022).

Communication competence, comprising clarity, empathy, adaptability, and responsiveness, plays an equally crucial role in service delivery (DeVito, 2013; Littlejohn & Foss, 2008). Scholars note that effective communication not only improves internal collaboration but also strengthens public trust and perception of fairness (Sivanissa et al., 2022; Nawaz et al., 2023; Rahayu & Prasetyo, 2021).

Organizational Citizenship Behavior (OCB), as introduced by Organ (1988), refers to voluntary actions beyond formal job descriptions that support organizational effectiveness. Podsakoff et al. (2000) expanded this construct into five dimensions—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Within public sector institutions, OCB is linked to better teamwork, service innovation, and accountability (Yildiz, 2022; Pearson et al., 2012; Nawaz et al., 2022).

The interaction between competencies and performance is increasingly mediated by OCB, especially in contexts where formal rules alone cannot fully drive service excellence (Herminingsih & Wartikah, 2025; Choi et al., 2024). For instance, studies by Kandlousi et al. (2010) and Jusup (2021) suggest that communication satisfaction predicts OCB, which in turn enhances job satisfaction and performance.

Given the proliferation of fragmented findings, a systematic synthesis is necessary to identify consistent patterns, evaluate methodological trends, and propose integrative insights (Yusriani et al., 2024). By consolidating evidence on HR and communication competencies, this review aims to clarify their theoretical links to service performance and satisfaction, mediated by OCB.

Overview of the Research Area

The increasing emphasis on citizen satisfaction, transparency, and performance-based governance has shifted the focus of public administration from bureaucratic compliance to competency-driven service delivery (Wibowo, 2016; Robbins & Judge, 2017). Public service performance now reflects both efficiency in processes and effectiveness in outcomes (Dwiyanto, 2006; Sedarmayanti, 2017).

Numerous studies highlight that human resource (HR) competency and communication skills are foundational in shaping public trust and enhancing service quality (Azzam & Yusriani,

2025; Jusup, 2021; Nawaz et al., 2023; Rekarti et al., 2025). These competencies also promote Organizational Citizenship Behavior (OCB), a key mediating construct that strengthens institutional performance (Organ, 1988; Podsakoff et al., 2000; Yildiz, 2022).

The shift is further supported by competency frameworks in the public sector (Lyle & Davidson, 2019) and aligns with ethical governance principles, such as those embedded in the Indonesian ASN core values, BerAKHLAK: Accountable, Harmonious, Loyal, Adaptive, Competent, and Collaborative (Yusriani et al., 2024).

Human resource competency is the capacity of civil servants to perform tasks using a combination of knowledge, technical skills, initiative, and ethical values (Spencer & Spencer, 1993; Sanghi, 2016). Competency influences service output quality, employee behavior, and innovation (Hendrian & Patiro, 2020; Artanti et al., 2019; Rahadi et al., 2021).

In the public service domain, research has consistently found that HR competency positively impacts organizational performance (Tiwa, 2022; Sari & Sijabat, 2022), job satisfaction (Jusup, 2021), and citizen satisfaction (Lufitasari et al., 2023). Moreover, competent employees are more likely to engage in OCB, particularly when professional values are institutionalized (Yildiz, 2022; Lo Presti et al., 2023).

1.2 Research Questions

Based on this synthesis, the current SLR addresses the following research questions:

RQ1: How do human resource and communication competencies contribute to public service performance and community satisfaction in the public sector?

RQ2: What is the role of Organizational Citizenship Behavior (OCB) in mediating the relationship between employee competencies and service outcomes?

2. Literature Review

2.1 The Role of Competency and OCB

Shift in Public Administration Paradigm

The focus of public administration has shifted from mere bureaucratic compliance to competency-driven service delivery. This change is fueled by the growing emphasis on citizen satisfaction, transparency, and performance-based governance.

Public Service Performance Indicators, Public service performance now reflects both process efficiency and outcome effectiveness. Studies consistently show that Human Resource (HR) competency and communication skills are fundamental in building public trust and ensuring service quality.

HR competency is the capacity of civil servants to perform tasks using a combination of knowledge, technical skills, initiative, and ethical values. Competency significantly influences service quality, employee behavior, and innovation.

Competent employees are also more likely to engage in Organizational Citizenship Behavior (OCB), a key mediating factor that strengthens institutional performance.

This shift aligns with public sector competency frameworks and ethical governance principles, such as the Indonesian ASN core values, BerAKHLAK. Research repeatedly confirms that HR competency positively impacts organizational performance, job satisfaction, and citizen satisfaction.

2.2 Communication Competency

Communication competency entails the ability to convey clear, empathetic, and adaptive messages within and outside the organization (DeVito, 2013; Littlejohn & Foss, 2008). In public service, this competence facilitates effective information delivery, conflict reduction, and collaborative work culture (Sivanissa et al., 2022; Rahayu & Prasetyo, 2021).

Studies confirm that communication skills significantly affect both job performance and citizen satisfaction (Nawaz et al., 2023; Kandlousi et al., 2010). For instance, Pearson et al. (2012) argue that clear and inclusive communication enables proactive citizenship behaviors, while Choi et al. (2024) highlight how communication mediates the impact of ESG values on public-oriented OCB.

2.3 Organizational Citizenship Behavior (OCB)

OCB refers to discretionary, non-mandated actions that support organizational effectiveness (Organ, 1988). Podsakoff et al. (2000) categorize OCB into five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

In public service, OCB fosters a culture of collaboration, improves citizen engagement, and enhances service innovation (Yildiz, 2022; Sari & Sijabat, 2022). Nawaz et al. (2023) and Kandlousi et al. (2010) identify communication and job satisfaction as antecedents of OCB, whereas Herminingsih & Wartikah (2025) link OCB to organizational commitment and employee motivation.

2.4 Public Service Performance

Performance in public service reflects measurable outputs such as service speed, accuracy, professionalism, and citizen satisfaction (Dwiyanto, 2006; Sedarmayanti, 2017). High-performing institutions demonstrate greater transparency, adaptability, and innovation (Wibowo, 2016; Gibson et al., 2012).

Research confirms the direct relationship between employee competence, communication clarity, and service performance (Rahadi et al., 2021; Rahayu & Prasetyo, 2021). Moreover, performance acts as a mediating link between internal competencies and external outcomes (Choi et al., 2024).

2.5 Community Satisfaction

Community satisfaction reflects the public's perception of the quality, fairness, and trustworthiness of services received (Kotler & Keller, 2016). It is influenced by both tangible service outcomes and intangible perceptions of engagement, respect, and responsiveness (Zeithaml et al., 2018).

Several studies show that HR competency, communication, and OCB contribute to enhanced satisfaction (Lufitasari et al., 2023; Sivanissa et al., 2022). Satisfaction is also critical for policy legitimacy, public trust, and governance sustainability (Haryanto & Anindita, 2018; Nawaz et al., 2023).

Despite the growing body of research on public service performance, few studies provide an integrated analysis of how HR and communication competencies jointly influence community satisfaction through OCB. Existing studies tend to be context-specific, use varied indicators, and lack cross-comparative synthesis (Yusriani et al., 2024; Tiwa, 2022). Furthermore, We can use the role of OCB as a mediating variable in the relationship between internal competencies

and service quality remains underexplored in public sector settings, especially in non-Western contexts (Lo Presti et al., 2023; Kandlousi et al., 2010).

3. Research Method

3.1 Research Design

This study adopts a manual Systematic Literature Review (SLR) approach based on the guidelines proposed by Yusriani et al. (2024), focusing on identifying, evaluating, and synthesizing relevant empirical and theoretical studies. The purpose is to map the relationships between human resource (HR) competency, communication competency, public service performance, and community satisfaction, with Organizational Citizenship Behavior (OCB) as a mediating construct. The review process adheres to transparency and reproducibility principles, following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 framework.

3.2 Database Selection

To ensure the comprehensiveness and credibility of the literature review, this study selected both international and national open-access databases. The inclusion of multiple sources supports the triangulation of findings and minimizes publication bias. The databases used include:

1. Google Scholar, For its broad and interdisciplinary coverage of peer-reviewed journal articles, conference papers, and theses.
2. DOAJ (Directory of Open Access Journals), To access high-quality open-access journals across social science and public administration fields.
3. Garuda (Garba Rujukan Digital), Indonesia's national indexing service that includes local peer-reviewed publications relevant to public service and governance.

These databases were chosen based on their accessibility, relevance to the public sector domain, and ability to provide full-text access to recent studies. This selection strategy aligns with best practices in manual SLRs (Yusriani et al., 2024; Pari & Sumbogo, 2022).

3.3 Search Strategy and PRISMA Flow Diagram

The search process involved five structured steps following PRISMA 2020 guidelines:

Step 1: Identification. Keywords such as "human resource competency", "communication competency", "public service performance", "community satisfaction", and "organizational citizenship behavior" were used. Boolean operators (AND, OR) combined the terms. For example:

("human resource competency" OR "employee competence") AND ("communication competency") AND ("public service performance") AND ("community satisfaction") AND ("organizational citizenship behavior")

Step 2: Screening. Initial search across Google Scholar, DOAJ, and Garuda yielded 5,213 articles. Duplicates were removed using manual screening and Microsoft Excel, resulting in 3,107 unique articles.

Step 3: Eligibility. Titles and abstracts were reviewed to exclude unrelated fields (e.g., medical or private sector studies). After this step, 241 articles remained.

Step 4: Inclusion. Only full-text, peer-reviewed journal articles in English or Bahasa Indonesia

were included. Articles had to examine at least two key constructs from the conceptual model. This resulted in 22 final articles used in synthesis.

Step 5: Documentation (PRISMA Diagram). A PRISMA flow diagram is included to illustrate the step-by-step screening and selection process.

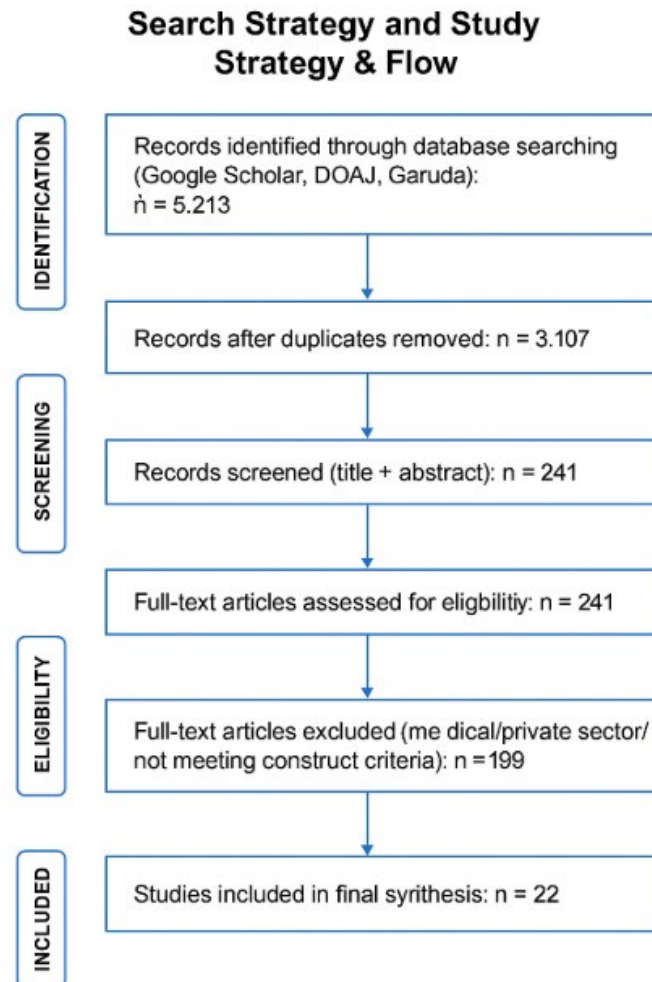


Figure 1. Research Method Flowchart-PRISMA Flow Diagram
Source: Authors' analysis (2025).

4. Findings and Discussions

This section presents the results of the systematic literature review (SLR) by synthesizing empirical evidence from 22 peer-reviewed studies across Indonesian and international public administration contexts. The analysis identifies how human resource (HR) and communication competencies influence public service performance and community satisfaction, with Organizational Citizenship Behavior (OCB) serving as a central mediating construct.

4.1 Competency, OCB, and Public Service Performance

A dominant theme across the reviewed literature is the strong linkage between employee competencies, particularly HR and communication, and organizational outcomes in public

service settings (Rekarti et al., 2025; Tiwa, 2022; Rahadi et al., 2021). HR competency, understood as the integration of technical skills, knowledge, and ethical values, is shown to improve job performance, adaptive capacity, and service delivery efficiency (Sanghi, 2016; Robbins & Judge, 2017).

Complementarily, communication competency fosters empathy, clarity, and responsiveness, which are essential for internal coordination and trust-building across departments and with external stakeholders (Sivanissa et al., 2022; Rahayu & Prasetyo, 2021). These two domains of competence, when developed simultaneously, form the behavioral foundation for OCB to flourish.

Organ (1988) conceptualized OCB as discretionary, prosocial behaviors that go beyond formal job descriptions. These include altruism, conscientiousness, civic virtue, and courtesy, traits that enhance team cohesion, innovation, and responsiveness. Empirical findings consistently affirm OCB's role as a powerful mediator linking employee competencies to improved public service outcomes (Podsakoff et al., 2000; Yildiz, 2022; Lo Presti et al., 2023). High levels of OCB have been associated with increased service speed, transparency, and citizen engagement (Wibowo, 2016; Sari & Sijabat, 2022).

A consistent pattern across the reviewed studies highlights that human resource (HR) and communication competencies significantly influence employee behavior and organizational outcomes in public institutions (Rekarti et al., 2025; Rahadi et al., 2021; Tiwa, 2022). Competency is not merely a technical requirement but reflects the integration of knowledge, skills, and values aligned with public service ethics (Sanghi, 2016; Robbins & Judge, 2017).

Self-efficacy also plays a foundational role in shaping these competencies. As Bandura (1982, 1997) explained, belief in one's capability to execute meaningful tasks influences how individuals approach challenges and persist in achieving goals. In the context of civil service, self-efficacy supports the enactment of ethical and collaborative behaviors that define OCB.

Communication competency enhances trust and internal collaboration, while HR competency improves professionalism and problem-solving capacities (Sivanissa et al., 2022; Rahayu & Prasetyo, 2021). These competencies drive Organizational Citizenship Behavior (OCB), which emerges as a critical mediator between internal capacities and performance outcomes (Podsakoff et al., 2000; Organ, 1988).

4.2 Competency and Community Satisfaction through OCB

Beyond organizational performance, the review also reveals that HR and communication competencies indirectly influence community satisfaction through OCB. Community satisfaction is shaped not only by service output but by perceptions of fairness, attentiveness, and emotional engagement in citizen-government interactions (Kotler & Keller, 2016; Zeithaml et al., 2018).

Several studies confirm that competent, communicative public servants are more likely to engage in behaviors that foster trust and reinforce institutional legitimacy (Nawaz et al., 2023; Pearson et al., 2012). These behaviors, such as being responsive, helpful, and respectful, are recognized as manifestations of OCB, and they significantly enhance how citizens evaluate public service experiences (Nurrohmat, 2021; Tiwa, 2022).

Training initiatives focused on ethical communication, emotional intelligence, and public-oriented behavior have demonstrated measurable impacts on community satisfaction scores,

especially in decentralized service contexts (Yusriani et al., 2024; Jusup, 2021). Moreover, inclusive HR practices such as value-based recruitment and digital communication capability development have been linked to more consistent demonstrations of OCB in service delivery (Arini, 2023; Sumarsi & Rizal, 2021).

The synthesis suggests that public service excellence is increasingly contingent not on structural reforms alone, but on cultivating human-centric competencies among civil servants. It is the everyday enactment of professionalism, empathy, and integrity, through OCB, that bridges internal capacity and external impact.

Table 1. Summary of Key Findings and Supporting References

Key Variable	Empirical Insight	Notable References
HR Competency → OCB	Enhances motivation, ethical behavior, and collaboration	Rekarti et al. (2025); Tiwa (2022); Azzam & Yusriani (2025)
Communication Competency → OCB	Strengthens clarity, responsiveness, and interpersonal trust	Rahayu & Prasetyo (2021); Sivanissa et al. (2022)
OCB → Public Service Performance	Mediates internal competencies and performance indicators	Organ (1988); Podsakoff et al. (2000)
OCB → Community Satisfaction	Builds public trust and perceived fairness of government services	Nawaz et al. (2023); Pearson et al. (2012)

Source: Authors' analysis (2025).

4.3 Discussions

The findings of this SLR affirm that the enhancement of public service performance and community satisfaction cannot be decoupled from the cultivation of human-centric competencies within civil service institutions. While structural reforms and digital transformation remain important, they are not sufficient without equally investing in the behavioral, communicative, and ethical capacities of public servants (Rekarti et al., 2025; Sanghi, 2016; Robbins & Judge, 2017).

The literature suggests that HR competency, comprising professional knowledge, technical expertise, and ethical alignment, forms the foundational driver of productive work behavior and job ownership (Rahayu & Prasetyo, 2021; Tiwa, 2022). When aligned with communication competency, defined by clarity, responsiveness, and relational empathy, employees are more likely to demonstrate OCB, which, in turn, enhances service quality and institutional trust (Sivanissa et al., 2022; Nawaz et al., 2023).

The mediating role of OCB is repeatedly emphasized as a behavioral bridge between internal capacity (competence) and external impact (citizen satisfaction) (Podsakoff et al., 2000; Yildiz, 2022). Behaviors such as helping others, showing civic responsibility, and adhering to high ethical standards have a direct influence on how citizens perceive fairness and legitimacy in service delivery (Organ, 1988; Pearson et al., 2012; Nurrohmat, 2021).

Furthermore, studies show that initiatives aimed at enhancing emotional intelligence, public communication literacy, and ethical service values are more effective when embedded within organizational culture and policy frameworks (Arini, 2023; Sumarsi & Rizal, 2021). Competence must therefore be institutionalized not just as a hiring criterion but as a continuous

developmental priority.

In sum, the literature converges on a clear conclusion: sustainable public service improvement requires a shift from policy-centered reform to people-centered capacity building. It is not systems alone, but the communicative, ethical, and proactive behavior of civil servants, that ultimately shape performance outcomes and citizen trust.

4.4 Managerial Implications

Based on the synthesized evidence, several actionable implications emerge for public sector leaders and HR policymakers:

1. **Competency-Based HR Development.** Public agencies should embed HR competency frameworks that emphasize both technical skillsets and ethical grounding. This aligns with the findings of Rekarti et al. (2025) and Jusup (2021), who highlight the role of structured training in enhancing motivation, teamwork, and accountability.
2. **Strategic Communication Training.** Given the strong correlation between communication competence and OCB (Sivanissa et al., 2022; Rahayu & Prasetyo, 2021), managers should implement regular communication workshops focusing on empathy, conflict resolution, and digital public interaction.
3. **Institutionalizing OCB through Leadership Culture.** OCB can be modeled and reinforced through leadership practices that reward discretionary, altruistic behaviors (Tiwa, 2022; Nawaz et al., 2023). This includes creating performance metrics that value collaboration, service-mindedness, and proactive problem-solving.
4. **Community-Oriented Evaluation Systems.** Service assessments should include citizen satisfaction indicators that reflect relational service quality, not just bureaucratic compliance (Kotler & Keller, 2016; Zeithaml et al., 2018). Feedback mechanisms can offer insights into how public behavior impacts trust.
5. **Integration of Competency in Policy Reforms.** HR planning and policy design should treat competency development as a strategic lever for governance transformation, ensuring that reforms empower, rather than bypass, frontline workers (Arini, 2023; Sumarsi & Rizal, 2021).

4.5 Limitations and Directions for Future Research

While this SLR provides a comprehensive synthesis, several limitations must be acknowledged:

1. **Contextual Bias in Literature.** Many studies reviewed are context-specific, particularly within Indonesian administrative settings. This may limit the generalizability of findings across diverse governance models (Tiwa, 2022; Yusriani et al., 2024).
2. **Lack of Longitudinal Data.** Most included studies are cross-sectional, preventing conclusions about long-term impacts of competency-based interventions or OCB development trajectories (Nawaz et al., 2022).
3. **Narrow Measurement of Competency Constructs.** Some studies adopt limited operational definitions of competency, focusing predominantly on task performance, and underemphasizing interpersonal or ethical dimensions (Hassan et al., 2020; Putra & Lestari, 2020).

Future Research Opportunities:

- Cross-national Comparative Studies. To build a more globally relevant framework, comparative research across Western and non-Western public systems is necessary (Lo Presti et al., 2023).
- Mixed-Methods Approaches. Integrating qualitative insights (e.g., narrative interviews or ethnography) with quantitative metrics may deepen understanding of how competencies translate into public trust (Charmaz, 2006; Basnet, 2018).
- Digital Competency and OCB. Given the rise of e-government, future research should explore how digital literacy and online service communication influence OCB and citizen engagement (Sivanissa et al., 2022; Sharma et al., 2025).
- OCB as a Cultural Construct. Researchers should investigate how cultural norms influence the expression and evaluation of OCB in public contexts, particularly in collectivist societies (Nurrohmat, 2021; Yusnita et al., 2023).

5. Conclusion

This systematic literature review concludes that the enhancement of public service performance and community satisfaction is increasingly dependent on the behavioral competencies of civil servants. The evidence from 22 studies affirms that while digital transformation and bureaucratic reforms are important, they must be complemented by the continuous development of human resource and communication competencies.

Organizational Citizenship Behavior (OCB) plays a pivotal mediating role in translating internal capabilities into external outcomes. Competency is not only a matter of technical skill but also a reflection of ethical commitment, relational trust, and emotional intelligence. When employees go beyond their formal roles, through acts of empathy, initiative, and civic responsibility, they enhance institutional legitimacy and citizen trust.

Ultimately, the findings support a paradigm shift toward people-centered governance. This requires integrating competency development into strategic HR planning, leadership culture, and policy design. Sustainable public service excellence is shaped by the integrity, clarity, and dedication of its people, not merely its procedures.

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