



Human Resource Transformation In The Digital Era: The Influence Of Competence, Human Resource Communication, And Responsiveness On The Service Image Of Lppjphki Universitas Dehasen Bengkulu

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ABSTRACT

This study aims to examine Human Resource Transformation in the Digital Age: The Influence of Competency, Human Resource Communication, and Responsiveness on the Service Image of LPPJPHKI Unived Bengkulu. The focus of this study is to determine whether Competency, Human Resource Communication, and Responsiveness influence the Service Image of LPPJPHKI Unived Bengkulu. The approach used is a quantitative approach with primary data. The sample in this study consists of respondents who meet the specified characteristics, totalling 146 participants. The results of the multiple linear regression analysis yielded the equation $Y = 7.570 + 0.452 X_1 + 0.282 X_2 + 0.094 X_3 + e$. This indicates a positive regression direction, meaning that the variables of Competency, Human Resource Communication, and Responsiveness have a positive influence on the Service Image of LPPJPHKI Unived Bengkulu. From the calculations using SPSS 25, the coefficient of determination (R-squared) is found to be 0.590. This means that the values of Competency (x_1), Human Resource Communication (x_2) and Responsiveness (x_3) account for 59% of the variation in Service Image (Y), whilst the remaining 41% is influenced by other variables not examined in this study. The results of the t-test at a significance level of < 0.05 indicate that, individually, Competency (x_1), Human Resource Communication (x_2) and Responsiveness (x_3) have a significant influence on Service Image (Y) at LPPJPHKI Unived Bengkulu. As the F-test result is less than 0.000, the variables Competency (x_1), Human Resource Communication (x_2) and Responsiveness (x_3) have a significant influence on Service Image (Y) at LPPJPHKI Unived Bengkulu.

INTRODUCTION

The rapid development of digital technology has brought about major changes across almost all organisational sectors, including public institutions. Digital transformation not only demands changes to working systems, but also requires human resources (HR) to possess adaptive skills in order to deliver effective and efficient services. According to Herawati et al. (2025), the transformation of HR through digital human resources management is key to shaping an organisation’s image and enhancing public trust in the institution. This means that HR’s ability to adapt to digitalisation has a direct impact on the institution’s image in the eyes of service users. Competency are a crucial factor in the success of digital transformation. Competency are not only related to technical skills but also encompass communication skills, technological proficiency, and the ability to solve problems creatively.

Research by Astuti et al. (2024) shows that digital competencies play a significant role in improving service quality and staff performance in public institutions. This confirms that organisations with competent HR tend to be able to provide high-quality services and build a positive service image. In addition to competence, service communication also plays a vital role in shaping public perception of an organisation. Effective communication creates clarity of information, prevents misunderstandings, and enhances service users’ trust in the organisation. Poor communication, conversely, can damage the organisation’s image and reduce user satisfaction levels. As explained by Wirtz et al. (2021), in a digital service environment, the effectiveness of HR communication depends heavily on the speed and accuracy of the information provided (responsiveness), which ultimately directly shapes the organisation’s brand image or service reputation. Another equally important factor is responsiveness, namely an organisation’s ability and speed in addressing service users’ complaints, queries or needs. A recent study by Susanti (2024) found that responsiveness, competence and the use of technology collectively have a significant influence on customer satisfaction and perceptions of service quality in public institutions. This indicates that the faster and more accurate the response provided by staff, the more positive the service image perceived by customers. In the context of LPPJPHKI Unived Bengkulu—a scientific publishing institution specialising in journal publication services and the management of academic manuscripts—digital transformation has become an absolute necessity.

The implementation of digital systems such as the Open Journal System (OJS) and online-based services requires staff to possess technical skills, good communication skills, and the ability to respond swiftly to the needs of authors and academic partners. However, the relatively limited number of staff, coupled with increasing demands for professionalism from users of publication services, can pose a distinct challenge in building a positive and trustworthy service image. Prior to the main research, the researcher conducted a preliminary study to obtain an initial overview of the state of article publication services at LPPJPHKI. This stage aimed to identify the types of complaints, patterns in authors’ requests, and the alignment of authors’ expectations with the prevailing publication workflow. The preliminary study was carried out to identify any indications of issues relating to digital competence, service communication, and the responsiveness of staff, so that the results could form the basis for determining the focus and relevance of the research.

Table 1.1 Problem Indicators

No.	Initials	Type of Complaint	Standard SLA (Normal)	Actual Response Time	Findings
1	A.R	Repeatedly inquiring about the review progress	3–5 days	2–7 days	The author frequently checked the review progress; expectations did not align with the standard publication process.

No.	Initials	Type of Complaint	Standard SLA (Normal)	Actual Response Time	Findings
2	D.S	Requesting expedited article publication	14 days	—	The author was impatient and requested publication acceleration beyond the established procedures.
3	L.P	Complaint about the delayed return of revision results	3–4 days	5–8 days	High workload; revisions required additional quality control before being returned.
4	M.T	Lack of understanding of the OJS workflow	—	—	The author was unfamiliar with the OJS system and required guidance on the publication workflow.
5	R.A	Requesting an urgent manuscript check before submission	3 days	3–5 days	The request was made on short notice while the editorial team was handling a high workload.
6	F.I	Difficulty understanding how to revise a manuscript in OJS	—	—	The author was unfamiliar with the revision features in OJS and required user guidance.

Based on preliminary research conducted by the researcher, various indications of service issues were identified at the LPPJPHKI UNIVED Bengkulu. A number of authors raised complaints regarding the length of time taken to respond to enquiries, a lack of clarity regarding publication progress, and difficulties in understanding the process for submitting and revising articles via OJS. Furthermore, there is a discrepancy between the established service level agreements (SLAs) and authors' expectations, leading to the perception that the service is slow and unresponsive. This situation highlights a potential gap between the digital service system that has been implemented and the staff's ability to manage communication and service responses optimally. These issues indicate that the success of digital transformation at LPPJPHKI is determined not only by the availability of technology, but also by the digital competence of staff, the quality of service communication, and the speed of response in addressing users' needs and complaints. Staff who have not yet fully adapted to the demands of digital services have the potential to influence public perception of the institution's professionalism and credibility, which in turn impacts the image of the service that is formed.

Based on several previous studies, it is known that service quality, communication, competence, and responsiveness influence the image of an organisation or company. Research conducted by Elmie (2020) showed that the working environment, lecturers' competence, and service quality have a positive and significant influence on the image of higher education institutions. Furthermore, Walukow's (2021) study found that service quality and marketing communication have a positive and significant effect on corporate image. Anggani's (2025) research also explains that consistent communication, prompt responses, and the utilisation of digital technology play a crucial role in enhancing corporate image in the digital age. Meanwhile, Song's (2019) study indicates that responsiveness and the reliability of service quality have a significant impact on corporate image and customer trust. From these studies, it can be concluded that factors such as service quality, communication, competence, and the responsiveness of human resources are key in shaping the image of an organisation or company. However, research specifically examining the influence of these three factors on service image within scientific publishing organisations remains limited, particularly in the context of regional-level publishing organisations. Most previous studies have focused primarily on the health, education, and general government service sectors, and thus do not fully capture the dynamics of service provision within digital-based scientific publishing organisations.

Consequently, it can be concluded that there is a gap between the expectations of digital transformation—which is capable of improving service quality and image—and the operational reality, which still faces challenges relating to digital competence, service communication, and the responsiveness of human resources. Furthermore, from a theoretical perspective, there remains a lack of research that simultaneously examines these three variables in relation to service image within digital-based scientific publishing institutions, particularly at the regional level.

LITERATURE REVIEW

Grand Theory

The Service Quality Theory was developed by Parasuraman, Zeithaml and Berry (1985; 1988) through the SERVQUAL model, which explains that service quality is determined by the gap between customers' expectations and their perceptions of the service performance they receive. The smaller this gap, the higher the perceived service quality. This theory emphasises that service quality is not only judged by the end result, but also by the process of delivering the service to the customer.

Middle Theory (Digital Service Transformation)

Digital Service Transformation is the process of transforming an organisation's services from conventional systems towards digital technology-based services aimed at improving speed, efficiency, and the quality of the user experience. This concept was put forward by Vial (2019), who stated that digital transformation encompasses not only the adoption of technology but also changes to organisational structure, work processes, culture, and the enhancement of human resource (HR) capacity to enable the creation of sustainable service value.

Applied Theory (Service Image)

Service image is the result of the public's perceptions and assessments of the quality of service provided by an organisation. In the context of public institutions such as the LPPJPHKI at Dehasen University, Bengkulu, service image is shaped not only by the quality of the work produced, but also by how human resources (HR) interact, communicate and respond to the needs of service users. According to Ramba et al. (2022), a positive service image emerges when customers experience service that is prompt, accurate and accompanied by effective communication. This means that the competencies and capabilities of HR are key factors in building a professional and trustworthy institutional image.

Applied Theory (Human Resource Communication)

Human resource (HR) communication is a key factor in enhancing work effectiveness and the quality of public services. Good communication serves not only to convey messages but also to foster understanding, coordination and cooperation amongst staff within an organisation. According to Lestari et al. (2022), effective communication plays a role in creating harmonious working relationships, reducing misunderstandings, and strengthening coordination amongst staff and between institutions and the public.

Applied Theory (Responsiveness)

Responsiveness describes the extent to which staff are able to respond quickly and appropriately to the needs, requests and complaints of the public. In the context of public service, responsiveness indicates an organisation's sensitivity to the aspirations and expectations of service users. According to Lestari et al. (2022), staff responsiveness is the ability to recognise the public's needs and provide swift and effective solutions in accordance with applicable procedures.

METHODS

In this study, the author employed a quantitative approach. A quantitative approach is one that utilises numerical data in statistical analysis; according to its definition, this study aims to determine the relationship between two or more variables (sugiyono, 2019:65).based on the level of explanation provided by the variables' positions, these variables are of an associative-causal nature; that is, the study seeks to identify a cause-and-effect relationship (influence) between the independent variable (x) and the dependent variable (y). This study comprises three independent variables (x), namely competency (x1), human resource communication (x2) and responsiveness (x3), in relation to service image (y) at lppjphki, unived bengkulu.the study population comprises all authors who have completed the submission process, filled in the payment link, and have received the letter of acceptance (loa) and certificate sent by the lppjphki team.the sampling technique used was purposive sampling, which involves selecting a sample based on specific criteria relevant to the research objectives. The criteria for respondents were defined as follows:

1. Authors who have submitted to the lppjphki journal.
2. Authors who have completed the payment link
3. Have received a letter of acceptance (loa) and a certificate
4. Are willing to participate as research respondents.

The data collection method in this study was carried out using a questionnaire, which involved distributing a closed-ended questionnaire containing a list of questions regarding the issues to be investigated, addressed to authors who had previously submitted articles to the lppjphki journal. Data collection through the distribution of this questionnaire was structured in stages based on the likert scale (sugiyono, 2014:14).

RESULTS

Table 1. Validity Test for the Competency Variable (X_1)

No.	Competency Statement Item	Critical r-Value	Calculated r-Value	Validity
1	X1_1	0.1605	0.723	Valid
2	X1_2	0.1605	0.772	Valid
3	X1_3	0.1605	0.759	Valid
4	X1_4	0.1605	0.751	Valid
5	X1_5	0.1605	0.719	Valid
6	X1_6	0.1605	0.725	Valid
7	X1_7	0.1605	0.708	Valid
8	X1_8	0.1605	0.770	Valid
9	X1_9	0.1605	0.770	Valid
10	X1_10	0.1605	0.731	Valid

Source: Research Findings, 2026

Based on the table above, the results show that all statement items for the Competency variable (X_1) are valid; this is evidenced by the fact that all correlation values for each statement item are > 0.1605

Table 2 Validity Test for the Human Resource Communication Variable (X₂)

No.	Human Resource Communication Statement Item	Critical Value	Calculated Value	Validity
1	X2_1	0.1605	0.712	Valid
2	X2_2	0.1605	0.679	Valid
3	X2_3	0.1605	0.714	Valid
4	X2_4	0.1605	0.751	Valid
5	X2_5	0.1605	0.697	Valid
6	X2_6	0.1605	0.751	Valid
7	X2_7	0.1605	0.742	Valid
8	X2_8	0.1605	0.752	Valid
9	X2_9	0.1605	0.749	Valid
10	X2_10	0.1605	0.759	Valid

Source: Research Results, 2026

Based on the table above, it is concluded that all statement items for the Human Resource Communication variable (X₂) are valid; this is evidenced by the fact that all correlation values for each statement item are > 0.1605

Table 3 Validity Test for the Responsiveness Variable (X₃)

No.	Responsiveness Statement Item	Critical r-Value	Calculated r-Value	Validity
1	X3_1	0.1605	0.833	Valid
2	X3_2	0.1605	0.670	Valid
3	X3_3	0.1605	0.715	Valid
4	X3_4	0.1605	0.690	Valid
5	X3_5	0.1605	0.621	Valid
6	X3_6	0.1605	0.826	Valid
7	X3_7	0.1605	0.613	Valid
8	X3_8	0.1605	0.838	Valid
9	X3_9	0.1605	0.225	Valid
10	X3_10	0.1605	0.241	Valid

Source: Research Findings, 2026

Based on the table above, it is concluded that all statement items for the Responsiveness variable (X₃) are valid; this is evidenced by the fact that all correlation values for each statement item are > 0.1605.

Table 4. Validity Test for the Service Image Variable (Y)

No.	Service Image Statement Item	Critical r-Value	Calculated r-Value	Validity
1	Y_1	0.1605	0.536	Valid
2	Y_2	0.1605	0.669	Valid

No.	Service Image Statement Item	Critical r-Value	Calculated r-Value	Validity
3	Y_3	0.1605	0.660	Valid
4	Y_4	0.1605	0.711	Valid
5	Y_5	0.1605	0.682	Valid
6	Y_6	0.1605	0.768	Valid
7	Y_7	0.1605	0.709	Valid
8	Y_8	0.1605	0.654	Valid
9	Y_9	0.1605	0.649	Valid
10	Y_10	0.1605	0.606	Valid

Source: Research Results, 2026

Based on the table above, it is concluded that all statement items for the Service Image variable (Y) are valid; this is evidenced by the fact that all correlation coefficients for each statement item are greater than 0.1605.

Table 5 Results of the Reliability Test for Research Indicators

No.	Variable	Cronbach's Alpha	Reliability
1	Competency	0.909	Reliable
2	Human Resource Communication	0.904	Reliable
3	Responsiveness	0.844	Reliable
4	Service Image	0.860	Reliable

Source: SPSS version 25.0 output, 2026

Based on the results of the data analysis as shown in Table 5, it is evident that all Cronbach's alpha coefficients for the research variables are greater than 0.6, which means that all research instruments are reliable.

Table 7. Results of the Multiple Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,570	2,910		2,601	,010
	Competency	,451	,113	,475	3,983	,000
	Human Resource Communication	,282	,116	,289	2,429	,016
	Responsiveness	,094	,045	,113	2,071	,040

a. Dependent Variable: Service Image

Source: SPSS version 25.0 output, 2026

From the results of the multiple linear regression calculations using SPSS version 25.0.0 in Table 7, the following multiple linear regression equation can be obtained:

$$Y = 7.570 + 0.452 X_1 + 0.282 X_2 + 0.094 X_3 + e$$

1. The equation for this multiple linear regression is
The constant value of 7.570 implies that if the variables Competency (X1), Human Resource Communication (X2) and Responsiveness (X3) are assumed to be equal to zero (0), then the Service Image variable (Y) will remain at 7.570
2. The effect of Competency (X1) on Service Image (Y)
The coefficient for Competency (X1) is 0.452; this implies that if X1 increases by one unit, Service Image (Y) will also increase by 0.452
- a. The effect of Human Resource Communication (X2) on Service Image (Y)
The coefficient value for Human Resource Communication (X2) is 0.282, assuming that if X2 increases by one unit, Service Image (Y) will also increase by 0.282
- b. The effect of Responsiveness (X3) on Service Image (Y)
The coefficient value for Responsiveness (X3) is 0.094, assuming that if X3 increases by one unit, Service Image (Y) will also increase by 0.094

Table 8. Results of the Coefficient of Determination Test (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,768 ^a	,590	,581	2,700

a. Predictors: (Constant), Responsiveness, Human Resource Communication, Competency

Source: SPSS version 25.0 output, 2026

Based on the results of the coefficient of determination test, an R-squared value of 0.590 was obtained. This indicates that the variables Competency, Human Resource Communication, and Responsiveness account for 59% of the variation in Service Image, whilst the remaining 41% is influenced by other variables outside the scope of this study. This value indicates that the research model has a reasonably good ability to explain the dependent variable.

Table 9. Results of the partial test (t-test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,570	2,910		2,601	,010
	Competency	,451	,113	,475	3,983	,000
	Human Resource Communication	,282	,116	,289	2,429	,016
	Responsiveness	,094	,045	,113	2,071	,040

a. Dependent Variable: Service Image

Source: SPSS version 25.0 output, 2026

Based on Table 9 above, the results of the calculations using SPSS 25.00 indicate that:

1. Competency variable (X1),
The test results for the leadership variable show a value of $0.00 > 0.05$. As the significance value for Competency is less than 0.05, H_0 is rejected and H_1 is accepted. This means that the Competency variable has a significant effect on Service Image (Y) at LPPJPHKI Unived Bengkulu
2. Human Resources Communication variable (X2)
The test results for the Human Resource Communication variable show a significance value of $0.016 < 0.05$. As the significance value for Human Resource Communication is less than 0.05,

H_0 is rejected and H_1 is accepted. This means that the Human Resource Communication variable has a significant effect on the Service Image (Y) of LPPJPHKI Unived Bengkulu

3. Responsiveness Variable (X3)

The test results for the Responsiveness variable show a significance value of $0.040 < 0.05$. As the significance value for Responsiveness is less than 0.05, H_0 is rejected and H_1 is accepted. This means that the Responsiveness variable has a significant effect on the Service Image (Y) of LPPJPHKI Unived Bengkulu

Table 10 Results of the F-test (simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1487,521	3	495,840	68,018	,000 ^b
	Residual	1035,164	142	7,290		
	Total	2522,685	145			
a. Dependent Variable: Service Image						
b. Predictors: (Constant), Responsiveness, Human Resource Communication, Competency						

Source: SPSS version 25.0 output, 2026

From the table above, it can be concluded that the significance value is 0.000. As the significance value of F is less than 0.050 and the calculated F-value is greater than the table F-value, i.e. $68.018 > 2.65$, Competency (X1), Human Resource Communication (X2) and Responsiveness (X3) have a significant effect on Service Image (Y) at LPPJPHKI Unived Bengkulu. Based on the SPSS 25.00 output table above, and taking the calculated F-value as the basis for decision-making, it is concluded that the hypothesis is accepted; in other words, the variables Competency (X1), Human Resource Communication (X2) and Responsiveness (X3) have a simultaneous effect on Service Image (Y).

DISCUSSION

Effect of Competency on Service Image

The results of this study indicate that Competency has a positive and significant effect on Service Image at LPPJPHKI Unived Bengkulu. This finding is supported by the significance value of 0.000 (< 0.05), indicating that the proposed hypothesis is accepted. Therefore, higher levels of digital competency among employees contribute to a more positive service image of the institution.

These findings support the applied theory proposed by Bohlouli et al. (2020), who define competency as an individual's capability encompassing knowledge, skills, and attitudes that can be continuously developed according to organizational needs. In the context of this study, digital competency is reflected in employees' ability to deliver professional journal publication services, utilize digital technologies effectively, and adapt to the evolving needs of service users. This demonstrates that competency extends beyond technical expertise to include adaptability in responding to organizational and technological changes.

Furthermore, the findings are consistent with Köcher et al. (2022), who argue that in the era of digitalization and Industry 4.0, competency is closely associated with employees' ability to adapt to modern technologies and digital work systems. At LPPJPHKI Unived Bengkulu, employees are expected to operate digital-based publication systems, provide timely and accurate information, and effectively resolve users' problems throughout the publication process. Such competencies enhance service quality and create positive perceptions of the institution's service image.

The study also supports the perspective of Armstrong et al. (2020), who emphasize that competency includes behavioral dimensions such as integrity, discipline, adaptability, and professionalism. Employees possessing these competencies are able to provide accurate, courteous, and responsible services, thereby strengthening users' satisfaction and trust. Consequently, improved employee competency contributes directly to a stronger institutional service image.

Similarly, Spencer's Competency Theory explains that competency represents an individual's underlying characteristics that enable superior job performance. Competency comprises knowledge, skills, abilities, and work attitudes that facilitate the delivery of high-quality services. Within a scientific journal publication institution such as LPPJPHKI Unived Bengkulu, digital competency is a crucial factor in ensuring that services are delivered professionally, efficiently, and in accordance with users' expectations.

The present findings are also consistent with previous empirical studies. Elmie (2020) reported that employee competency has a positive and significant influence on organizational image. Likewise, Mangkunegara argued that competent employees improve service quality and strengthen public perceptions of organizational credibility. These findings indicate that higher employee competency leads to a more favorable service image among service users.

From the perspective of digital transformation, the findings suggest that employee competency is no longer limited to conventional job performance but also includes the ability to utilize digital technologies such as the Open Journal System (OJS), understand online publication workflows, and adapt to continuously changing service requirements. Employees with higher digital competency are better able to deliver efficient, accurate, and user-oriented services, thereby enhancing users' overall experience and reinforcing a positive service image. This finding aligns with the concept of Digital Service Transformation, which emphasizes that successful digital transformation depends not only on technological infrastructure but also on employees' capabilities to effectively utilize technology in creating value for service users.

Effect of Human Resource Communication on Service Image

The findings indicate that Human Resource Communication has a positive and significant effect on Service Image at LPPJPHKI Unived Bengkulu. Based on the partial t-test, the significance value of 0.016 (< 0.05) confirms that the proposed hypothesis is accepted. Furthermore, the regression coefficient of 0.282 indicates that service communication quality positively contributes to the improvement of the institution's service image. This finding implies that better communication between employees and service users leads to a more favorable perception of the institution.

These findings support the applied theory proposed by Lestari et al. (2022), which emphasizes that communication is a critical component of human resource management in improving organizational effectiveness and service quality. Effective communication not only facilitates the delivery of information but also strengthens coordination, collaboration, and mutual understanding among organizational members and service users. Within the context of LPPJPHKI Unived Bengkulu, service communication quality is reflected in employees' ability to provide clear, accurate, and easily understandable information regarding journal publication procedures. Such communication enhances users' confidence and strengthens their trust in the institution.

The findings also support the perspective of Rahmawati et al. (2023), who argue that communication in the digital era extends beyond face-to-face interactions and increasingly relies on technology-based media such as e-mail, online service platforms, and digital information systems. Effective digital communication accelerates information exchange, improves transparency, and enhances public trust in service organizations. At LPPJPHKI Unived Bengkulu, communication with authors is conducted through various digital channels, including e-mail, the Open Journal System (OJS), and other online communication platforms. These communication

channels facilitate timely dissemination of information related to manuscript submission, revision, publication fees, and publication status, thereby improving users' service experience and strengthening the institution's service image.

The findings are further supported by Robbins' Organizational Communication Theory, which explains that communication is a process of exchanging information, ideas, and messages to establish shared understanding within an organization. Effective communication contributes to stronger organizational relationships, higher service quality, and increased user trust. In scientific journal publication services, communication plays a vital role because users require continuous information throughout the publication process, including manuscript submission, peer review, revisions, payment procedures, and final publication.

The present study is also consistent with previous empirical findings. Walukow (2021) reported that communication activities, particularly information dissemination and promotional efforts, positively influence organizational image. Likewise, Effendy argued that effective communication is characterized by message clarity, information transparency, and timely responses to users' inquiries. When communication is delivered professionally and responsively, service users perceive the organization as trustworthy and reliable, thereby strengthening its service image.

From the perspective of digital transformation, effective communication has become an essential organizational capability. Communication is no longer limited to conventional interactions but increasingly depends on digital technologies that enable real-time information exchange. Employees who can communicate clearly, accurately, and promptly through digital platforms are more capable of minimizing misunderstandings regarding publication procedures and enhancing authors' overall service experience. Consequently, high-quality digital communication contributes significantly to strengthening the service image of LPPJPHKI Unived Bengkulu.

Effect of Responsiveness on Service Image

The results demonstrate that Responsiveness has a positive and significant effect on Service Image at LPPJPHKI Unived Bengkulu. The partial t-test produced a significance value of 0.040 (< 0.05), indicating that the proposed hypothesis is accepted. In addition, the regression coefficient of 0.094 confirms that responsiveness positively influences the institution's service image. These findings suggest that employees who respond promptly and effectively to users' needs contribute to a more positive perception of the institution.

The findings support the applied theory proposed by Lestari et al. (2022), which defines responsiveness as employees' ability to provide prompt and appropriate responses to users' requests, complaints, and service needs. Responsiveness reflects an organization's sensitivity toward users' expectations and its commitment to delivering quality services. At LPPJPHKI Unived Bengkulu, responsiveness is demonstrated through employees' ability to provide timely information regarding publication processes, resolve users' technical problems, and offer appropriate solutions according to users' needs. Such responsiveness increases users' confidence and satisfaction with the institution's services.

These findings are also consistent with Rahmawati et al. (2023), who emphasized that responsiveness has become increasingly important in the digital era, where users expect real-time responses through electronic communication channels. The use of e-mail, online journal management systems, and digital service applications requires employees to respond quickly and professionally to users' inquiries. At LPPJPHKI Unived Bengkulu, employees' ability to provide timely responses through digital platforms contributes to users' trust and strengthens positive perceptions of service quality.

The findings further support Parasuraman's SERVQUAL Theory, which identifies responsiveness as one of the five key dimensions of service quality. Responsiveness refers to employees' willingness and ability to assist users promptly and efficiently. In service

organizations, responsiveness directly influences customer satisfaction and service experience. When organizations provide timely, accurate, and solution-oriented responses, users develop positive perceptions regarding the quality and credibility of the services provided.

The present findings are consistent with Sari et al. (2024), who reported that service responsiveness plays a significant role in strengthening organizational image. Similarly, Kotler emphasized that prompt and responsive services enhance customer satisfaction and improve public perceptions of organizational performance. Within this study, responsiveness is reflected in employees' ability to answer users' inquiries quickly, manage journal publication processes efficiently, and resolve users' complaints professionally.

In the context of digital transformation, service users increasingly expect immediate access to information and faster service delivery. Consequently, employees' responsiveness in handling inquiries, technical issues related to the Open Journal System (OJS), and publication-related concerns has become an essential indicator of successful digital transformation. Higher responsiveness enables organizations to provide more efficient and user-centered services, ultimately strengthening users' trust and enhancing the institution's service image.

Effects of Competency, Human Resource Communication, and Responsiveness on Service Image

The findings reveal that Competency, Human Resource Communication, and Responsiveness simultaneously have a positive and significant effect on Service Image at LPPJPHKI Unived Bengkulu. This result is supported by the coefficient of determination ($R^2 = 0.590$), indicating that these three independent variables explain 59% of the variance in Service Image, while the remaining 41% is influenced by other variables beyond the scope of this study. Furthermore, the simultaneous F-test produced an F-value of 68.018, which exceeded the critical F-table value of 2.70, with a significance level of 0.000 (< 0.05). Therefore, it can be concluded that Competency, Human Resource Communication, and Responsiveness collectively have a positive and significant influence on Service Image at LPPJPHKI Unived Bengkulu.

These findings support the applied theory of service image adopted in this study. According to Ramba et al. (2022), service image reflects the public's perception and evaluation of the quality of services provided by an organization. A positive service image is established when users experience services that are timely, accurate, and supported by effective communication. In the present study, Competency, Human Resource Communication, and Responsiveness emerged as the primary determinants shaping users' positive perceptions of LPPJPHKI Unived Bengkulu. When employees provide professional services, communicate information clearly, and respond promptly and appropriately to users' needs, users are more likely to perceive the institution as reliable and capable of delivering high-quality services.

The applied theory is further confirmed by the empirical findings of this study. Competency enhances employees' professional capabilities and service performance, Human Resource Communication ensures the effective and transparent delivery of information, while Responsiveness reflects employees' ability to respond quickly and accurately to users' requests. The integration of these three dimensions creates a satisfying service experience that strengthens users' trust and fosters a positive perception of the institution. Consequently, improvements in employees' competency, communication quality, and responsiveness contribute directly to the enhancement of the institution's Service Image.

The findings are also supported by Parasuraman's Service Quality Theory, which explains that service quality is determined by an organization's ability to deliver reliable, responsive, and user-oriented services supported by effective communication. Likewise, Hasibuan's Human Resource Management Theory emphasizes that employee competency and capability are fundamental determinants of organizational success in delivering high-quality services. Employees who possess strong competencies, effective communication skills, and high

responsiveness are more capable of creating customer satisfaction and strengthening users' trust in the organization.

The present findings are consistent with previous empirical studies. Herdjiono (2019) reported that employee competency plays a crucial role in strengthening organizational image. Similarly, Walukow (2021) found that effective communication through information dissemination and promotional activities contributes positively to organizational image. In addition, Sari and Pratama (2024) demonstrated that service responsiveness plays a significant role in shaping users' positive perceptions of organizations.

In the era of digital transformation, human resource transformation has become an essential requirement for public service organizations to adapt to technological advancements and the evolving expectations of modern society. Hariyanto and Anandya (2021) argue that service quality depends not only on technological systems but also on the organizational image established through employees' professionalism and adaptability to digital transformation. Accordingly, employees' digital competencies and effective communication capabilities have become critical determinants of users' perceptions of service quality.

Furthermore, Purnamasari et al. (2022) found that a positive service image is strongly influenced by employees' responsiveness to customer needs. Responsiveness reflects employees' willingness and ability to provide timely and appropriate solutions to users' problems. Within public service organizations, responsiveness extends beyond prompt responses to include the accuracy of information and the ability to deliver services that meet users' expectations.

Similarly, Yum et al. (2023) emphasized that service image plays a strategic role in fostering customer loyalty through customer satisfaction. Users who receive responsive, communicative, and professional services are more likely to develop positive perceptions of the organization, thereby strengthening its overall service image.

Overall, the findings demonstrate that Competency, Human Resource Communication, and Responsiveness simultaneously exert a significant influence on Service Image. These results indicate that successful human resource transformation in the digital era depends not on a single organizational capability but rather on the integration of digital competency, effective service communication, and high responsiveness. These three factors constitute essential organizational resources that support the implementation of digital-based journal publication services at LPPJPHKI Unived Bengkulu. Therefore, digital transformation should be understood not merely as the adoption of advanced technologies but also as a continuous process of developing human resource capabilities to deliver professional, efficient, and user-oriented services.

CONCLUSION

Based on the results of the study, the following conclusions can be drawn:

1. The hypothesis testing for the Competency variable showed a significance value of $0.034 < 0.05$. Since the significance value is lower than 0.05, the null hypothesis (H_0) was rejected and the alternative hypothesis (H_1) was accepted. This indicates that Competency has a significant effect on the Service Image of LPPJPHKI Unived Bengkulu.
2. The hypothesis testing for the Human Resource Communication variable showed a significance value of $0.022 < 0.05$. Since the significance value is lower than 0.05, H_0 was rejected and H_1 was accepted. This result indicates that Human Resource Communication has a significant effect on the Service Image of LPPJPHKI Unived Bengkulu.
3. The hypothesis testing for the Responsiveness variable showed a significance value of $0.000 < 0.05$. Since the significance value is lower than 0.05, H_0 was rejected and H_1 was accepted. This indicates that Responsiveness has a significant effect on the Service Image of LPPJPHKI Unived Bengkulu.

4. Based on the coefficient of determination analysis using SPSS version 25, the R Square value was 0.590. This indicates that the variables Competency (X_1), Human Resource Communication (X_2), and Responsiveness (X_3) collectively explain 59.0% of the variance in Service Image (Y), while the remaining 41.0% is explained by other variables not included in this study.
5. The results of the F-test using SPSS showed that the significance value was less than 0.001, indicating that Competency (X_1), Human Resource Communication (X_2), and Responsiveness (X_3) simultaneously have a significant effect on the Service Image (Y) of LPPJPHKI Unived Bengkulu.

LIMITATION

Based on the findings of this study, the following recommendations are proposed:

1. For LPPJPHKI Unived Bengkulu
LPPJPHKI Unived Bengkulu should continue improving employees' competencies, service communication, and responsiveness while strengthening its digital service system to enhance service quality and institutional image.
2. For Customers (Authors)
Authors are encouraged to maintain effective communication with the journal management team and provide constructive feedback to support continuous service improvement.
3. For the Author
This study is expected to enrich the author's understanding of human resource management, particularly regarding competency, communication, and responsiveness in strengthening service image.
4. For Future Researchers
Future studies are recommended to include additional variables, such as digital system quality, user satisfaction, or customer loyalty, and to investigate different research settings using various research methods to obtain more comprehensive findings..

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