

Exploring the Role of Human Resources in Realizing Excellent Services in the Sub-District (Case Study in Eks Kotip Sub-District, Purwokerto)

Zulanda Virgi Mufriani¹, Achmad Sudjadi², Rio Dhani Laksana³

¹Zulanda Virgi Mufriani, zulanda.mufriani@mhs.unsoed.ac.id, Universitas Jenderal Soedirman, Indonesia

²Achmad Sudjadi, achmad.Sudjadi@unsoed.co.id, Universitas Jenderal Soedirman, Indonesia

³Rio Dhani Laksana, riodhani@unsoed.ac.id, Universitas Jenderal Soedirman, Indonesia

*corresponding author

ABSTRACT

This research is conducted based on the phenomenon of the performance of village government officials who are increasingly demanded to provide excellent services. Therefore, it is essential to have an adequate role of human resources (HR) to achieve excellent service. The purpose of this research is to explore the role of human resources (HR) in achieving excellent services in the Eks Kotip Purwokerto Subdistrict. Research data were collected through interview techniques, observations, and documentary studies, with qualitative data analysis. The research results indicate that, in general, human resources (HR) in the Eks Kotip Purwokerto Subdistrict have good service capabilities, with several aspects receiving positive ratings from the community. However, there are also some service elements that require improvement, such as facilities and infrastructure, complaint handling, feedback, and service specifications. In conclusion, this research highlights the key role of HR in achieving excellent service, emphasizing the need for a committed, well-trained, and community-oriented workforce. Recommendations have been provided to improve service quality, including improving communication about service procedures and emphasizing the importance of discipline in the behavior of HR. These improvement efforts aim to ensure that the principles of efficiency and timeliness remain a top priority in the provision of excellent services in the Eks Kotip Purwokerto Subdistrict.

Keywords : *human resources, excellent services, sub-district*

1. Introduction

Human Resources (HR) is the most important element in all organizations. The success of an organization in achieving its goals and various targets, as well as its ability to face external and internal challenges, is determined by its ability to manage HR (Suprihanto & Putri, 2021). HR discusses the importance of humans as potential resources in an organization. Therefore, HR must

be developed to be able to contribute maximally to achieving organizational goals. Human Resources (HR) focuses more on discussing the regulation of human roles in achieving optimal goals. This regulation includes planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and termination of employees to help achieve organizational goals (Putra & Mei, 2021).

Human resource development has become a top priority on President Jokowi's agenda. Developing skilled, energetic, diligent individuals who possess knowledge and technology expertise is an absolute necessity in the present day. The old, slow, and convoluted way of thinking is no longer relevant; we must create new approaches. One of these approaches involves aligning the core values of Indonesian civil servants (ASN) in order to support a work culture (Suryana & Briando, 2022, p. 5).

Presently, delivering excellent services in the Eks Kotip Purwokerto subdistrict remains a concern. In this context, ethically driven civil servants (ASN berAKHLAK) play a significant role in achieving outstanding service. According to Syaifulloh (2023), ethically driven civil servants (ASN berAKHLAK) are public servants who uphold fundamental values such as service orientation, accountability, competence, harmony, loyalty, adaptability, and collaboration. This is part of the government's efforts to establish good governance.

However, these efforts have not been supported by employees capable of providing excellent services due to limited employee capabilities. Furthermore, in accordance with Law No. 25 of 2009 (UU No. 25 tahun 2009) concerning public services, there are service standards, including the right to receive services, who is entitled to receive the service, the requirements, and the form of service delivery. In addition, there are five aspects of service quality dimensions; responsiveness, assurance, reliability, tangibility, and empathy. The meaning of these five aspects is as follows: the ability to assist customers or consumers, the ability to exhibit good etiquette towards customers or consumers, reliability in serving customers or consumers, adequate and complete service facilities, remaining friendly in duty even when being firm, and so forth (Parasuraman, A, 1988).

The subdistrict is the lowest unit of government administration hierarchy. At this level, public services become critically important to fulfill the needs of the community. Excellent service is one form of public service aimed at providing the best possible service to the public. High-quality government employee service is professional, effective, efficient, transparent, open, timely, responsive, adaptive, and more. In essence, government employees are expected to work to the best of their abilities so that the needs and satisfaction of customers or clients are met. However, it goes beyond merely satisfying customers; it also involves how to respond to customer desires in a way that creates a positive image.

To achieve excellent service in relation to human resources at the subdistrict, efforts are required to enhance the competencies of human resources, both through training and skill development and by improving the quality of work. Additionally, effective management of the existing human resources at the subdistrict is necessary.

In this research, we will delve deeper into the implementation of excellent service in the Eks Kotip Purwokerto subdistrict and its connection with ethically driven civil servants (ASN berakhlak).

We will also discuss how to realize excellent service in relation to human resources at the subdistrict.

2. Literature Review

2.1. Human Resources (HR)

Human Resources (HR) encompasses everything that constitutes an organization's assets in its pursuit of goals. The development of a company heavily relies on the productivity of its workforce. As Mila Badriyah states, "human resources are a vital organizational asset, and their role and function cannot be substituted by any other resources." Meanwhile, Edy Sutrisno defines human resources as "the only resource with intellect, emotions, desires, skills, knowledge, drive, power, and creation (ratio, feeling, and will)."

Human Resources (HR) represent the most crucial element within all organizations, including government institutions. The success of an organization in achieving its objectives and addressing both external and internal challenges hinges on its ability to manage HR effectively (Public Relations Ministry of Administrative and Bureaucratic Reform, 2022). Competent HR in the workplace can enhance performance and significantly impact public service. In the context of government employees, high-quality HR with an ideal function, such as a focus on serving the customers or the community they serve, plays a pivotal role in achieving excellent service goals (Public Relations Ministry of Administrative and Bureaucratic Reform, 2019).

2.2. Excellent Services

Service is an activity or sequence of activities that occur in direct interaction between an individual and another person or a machine physically, with the purpose of providing customer satisfaction (Barata, 2003; 30). In the Indonesian Dictionary, service is described as an effort to meet the needs of others. Serving, on the other hand, means assisting in preparing or handling what someone requires. Another definition states that service is a form of service activity carried out by government institutions, both at the central and regional levels, state-owned enterprises (BUMN), and regional state-owned enterprises (BUMD), in the form of goods and services, in accordance with applicable laws and regulations (Minister of State Apparatus Empowerment and Bureaucratic Reform Decree 81/93). According to Daviddow and Uttal (1989), service is an intangible and non-ownable activity or benefit offered by an organization or individual to consumers or customers. In the context of services, consumers (customers) refer to the people who benefit from the activities carried out by the organization or its service personnel (Lukman & Sugiyanto, 2001; 4). The essence of customer service or client service is any activity intended to provide customer satisfaction through services that can meet customer needs and desires (Wahjono, 2010; 179).

Service Excellence is an individual's maximum ability to interact with others in terms of service. Service excellence is the finest service provided to customers, whether internal or external, based on service standards and procedures (Suwithi, 1999; 4). Service excellence (Service Excellence) is the highest level of service in meeting customer expectations and needs. In other words, service excellence is service that meets quality standards. Quality standard-compliant service is service that aligns with customer/community expectations and satisfaction (Maddy, 2009; 8). Another perspective suggests that service excellence is a matter of caring for the customer. So, service

excellence fundamentally represents an organization's concern, whether profit-oriented or nonprofit, towards customers, as demonstrated through attitude, attention, and tangible actions. This ensures that customers feel comfortable with the excellent service provided (Pratomo & Shaff, 2000; 107). Another viewpoint states that service excellence is high-quality service that consistently and accurately adapts to the evolving needs of customers at all times (Rahmayanty, 2013; 18). Based on the explanations above, it can be concluded that the definition of service excellence is a commitment by a company to its customers, striving to provide the best possible service to meet customer expectations and needs, based on service standards and procedures, to build customer trust, ensuring their ongoing satisfaction, and ultimately fostering high customer loyalty.

2.3. Concept of Excellence Service

Success in developing and implementing excellent service cannot be separated from the ability to select the approach concept. The concept of excellent service (Barata, 2003; 31) involves developing excellent service by aligning the concepts of Attitude, Attention, Action, Ability, Appearance, and Accountability.

- Attitude is the behavior that must be emphasized when dealing with customers, encompassing a polite and harmonious appearance, positive and rational thinking, and a respectful demeanor.
- Attention involves being fully attentive to customers, both regarding their needs and desires, as well as understanding their feedback and criticism. This includes actively listening and understanding customer needs, observing and appreciating customer behavior, and giving full attention to customers.
- Action refers to various tangible activities that must be undertaken in providing service to customers. This includes recording every customer's order, noting customer needs, confirming customer requirements, fulfilling customer needs, and expressing gratitude with the hope that customers will return.
- Ability pertains to specific knowledge and skills essential to support excellent service programs. This includes competence in one's field of work, effective communication, motivation development, and the cultivation of public relations as an instrument in managing relationships within and outside the organization or company.
- Appearance involves an individual's physical and non-physical presentation, which can reflect confidence and credibility to others.
- Accountability is an attitude of taking the customer's side as an expression of concern to avoid or minimize customer dissatisfaction or losses.

3. Research Methodology

The method employed in this research is qualitative descriptive research. Qualitative methods are used to explore what is happening and to substantiate what has been discovered. According to Moleong (2002:3), qualitative research is a research procedure that employs descriptive data in the form of written or spoken words from individuals and observed behaviors. Sugiyono (2014:9) states that qualitative research is a method used to investigate natural conditions of the object. This research focuses on the role of human resources (HR) in providing excellent service in the Eks

Kotip Purwokerto Subdistrict. The data required for this research includes primary data and secondary data.

The primary data collection techniques involve obtaining data directly through research activities at the research location to gather comprehensive data related to the research problem. These techniques are carried out through: a. Observation b. Interviews c. Document Study. Secondary data is data obtained in both raw and processed forms, in the form of descriptions. The data analysis technique used in this research is qualitative data analysis, which involves describing and interpreting the data obtained in the field, observational results, and other documentary data.

4. Result

The subdistrict is an institution that oversees all public service activities for the community. The role of human resources is of paramount importance in the organizational development, as stipulated in Law Number 05 of 2014 on Civil Servants, Article 11, regarding the duties of civil servants, which include implementing public policies established by the Personnel Officer in accordance with statutory provisions, providing professional and high-quality services, and promoting unity and integrity within the Unitary State of the Republic of Indonesia.

Providing excellent public services is one of the government's primary objectives in meeting the needs of the community. In this context, human resources play a crucial role in achieving excellent service. The role of human resources in excellent service encompasses the following aspects:

Training and Development of Human Resources: Skilled and high-quality human resources are valuable assets in public service. Continuous training and competence development for employees can enhance their ability to provide better services. Well-trained human resources can be more efficient in handling their tasks and providing better solutions to the public.

Motivation and Job Satisfaction: Motivated employees tend to provide better service. Motivation can stem from various factors, including incentives, recognition, and a conducive work environment. Job satisfaction also contributes to excellent service, as satisfied employees tend to be more attentive to the community's needs.

Communication and Collaboration: Human resources that are effective in communication and collaboration can better interact with the public and fellow employees. Collaboration among employees and with external authorities, such as other relevant agencies, can enhance coordination and effectiveness in service delivery.

Community Orientation: A community orientation is a highly important attribute for human resources responsible for public service. Human resources with a good understanding of community needs and expectations can design services that align more closely with those needs.

Utilization of Technology and Innovation: Technological advancements play a crucial role in enhancing public service. Human resources capable of effectively using technology and encouraging innovation in service can provide more efficient and modern solutions to the public.

In conclusion, human resources play a profoundly significant role in achieving excellent public service. By engaging trained, motivated, and community-oriented human resources, governments and service agencies can improve the quality of their services and better meet the needs of the public.

Based on the research findings and discussions regarding the implementation of excellent service in the Eks Kotip Purwokerto Subdistrict, it is evident that the fulfillment of service quality standards in service procedures is still relatively basic. Some members of the public may also remain unclear about information concerning service procedures, the flow of service procedures, service requirements, and the responsible unit or official.

5. Discussion

Based on the conducted research in Eks Kotip Purwokerto Subdistrict, the overall implementation of public service reflects a good level of quality. This can be seen from several indicators that reflect efficiency, effectiveness, and public satisfaction with the services provided by the local government agency. In recent times, Eks Kotip Purwokerto Subdistrict has shown a commitment to improving service quality, which is reflected in various aspects of implementation, such as increased accessibility, responsiveness to community needs, and the use of information technology to streamline administrative processes. Although there are still some challenges to be addressed, initial observations suggest that public service in the Purwokerto Subdistrict is moving in a positive direction and delivering significant benefits to its residents.

In the evaluation of service quality, there are elements where the service ranks high in terms of public satisfaction. The Cost/Fee element stands out because the Eks Kotip Purwokerto Subdistrict office does not charge fees for processing service requests from the public. All service fees are waived. The service requirements for various processes are also straightforward and do not confuse the public. Furthermore, the Competence of Service Providers or the Competence of the Service Agents at Eks Kotip Purwokerto Subdistrict is highly commendable. The service agents provide efficient and friendly service, addressing the specific needs of each service request. All members of the public are treated fairly, without regard to their status, class, ethnicity, or race. Those with limitations are given special attention by the service agents. Service agents work in accordance with their respective areas of expertise.

However, in the Eks Kotip Purwokerto Subdistrict, there are also areas where the assessment is less favorable. Three service elements show the lowest performance and are the top priority for improvement. The supporting facilities and infrastructure element is still incomplete and needs further additions. The Eks Kotip Purwokerto Subdistrict has made efforts to provide comfort and security during the service process. The public already feels safe and comfortable in the clean service area when submitting their requests at the Eks Kotip Purwokerto Subdistrict office. The complaint handling, feedback, and service specification product elements also receive low ratings from the public. Substantial improvements in these low-rated elements are essential to enhance overall service quality.

To improve the elements with lower ratings, such as facilities and infrastructure, complaint handling, feedback, and service specification product elements, various strategies can be implemented.

- **In-Depth Audit and Evaluation:** Conduct a comprehensive audit and evaluation of the facilities and infrastructure used in public service. Identify key issues and prioritize necessary improvements.
- **Investment in Physical Improvements:** Invest in the improvement and maintenance of facilities and infrastructure, such as buildings, equipment, and other assets. Ensure that these facilities meet the required standards for delivering quality services.
- **Development of a More Effective Complaint System:** Enhance the complaint system by utilizing technology, making it more accessible to the public with swift and transparent complaint handling.
- **Role of Human Resources in Handling Complaints:** Provide training to employees to better address complaints. They should possess strong communication skills, empathy for community issues, and conflict resolution abilities.
- **Mechanisms for Collecting Feedback and Input:** Create effective mechanisms for gathering feedback and input from the community. By listening more closely to the needs and aspirations of residents, you can improve the services provided.
- **Service and Product Specification Improvements:** Reevaluate the products and service specifications you offer. Ensure they align with community expectations and meet the required quality standards.
- **Collaboration with External Parties:** Collaborate with external organizations, such as non-governmental organizations or the private sector, to support service improvements. They can provide additional resources and valuable perspectives.
- **Ongoing Monitoring and Evaluation:** Establish a sustainable monitoring and evaluation system to ensure that improvements continue and there is sustained enhancement in public services.
- **Transparency and Accountability:** Ensure that all processes related to service improvements and decision-making are transparent. This builds public trust and holds authorities accountable.
- **Awareness Campaigns:** Promote changes and improvements to the public through information and education campaigns. Encourage active community engagement in providing feedback and monitoring progress.
- **Enhancing these elements requires collective efforts from various stakeholders, including the government, employees, and the community. Strong commitment to providing better public service is the key to success in these improvements.**

6. Conclusion

Based on the research regarding the role of human resources (HR) in improving the quality of services in Eks Kotip Purwokerto Subdistrict, it shows that the role of human resources is quite optimal in enhancing service quality. In the evaluation of service quality, there are elements that rank high in terms of public satisfaction, such as the Cost/Fee element, as the Eks Kotip Purwokerto Subdistrict office does not charge any fees for service completion when residents submit their requests. All service fees are waived. The service requirements are not overly confusing for the public. Furthermore, the Competence of Service Providers in the Eks Kotip Purwokerto Subdistrict is excellent. Service personnel provide assistance and are friendly in accordance with the request documents. However, there are areas that require improvement as well. Three service elements exhibit the lowest performance and are a top priority for

enhancement. The supporting facilities and infrastructure are still incomplete and require additional additions. Complaint handling, feedback, and service specification elements also receive low ratings from the public.

Based on the research and analysis conducted, there are several recommendations that should be conveyed to improve the implementation of excellent services to better align with public expectations, as follows:

- Eks Kotip Purwokerto Subdistrict should provide additional information about the service procedure flow in the service area to ensure that the public has a clear and comprehensive understanding of the procedures to be followed.
- The subdistrict should conduct regular monthly socialization programs regarding both existing and new service offerings. This will help the community gain clear, precise, and open information about service procedures at Eks Kotip Purwokerto, ensuring that the principles of efficiency and timeliness are well-implemented.
- The subdistrict should follow up on complaints and feedback from dissatisfied service users, addressing their concerns and suggestions.
- The 3S (Smile, Greet, Salute) and disciplined behavior should be further emphasized among service personnel when interacting with the public.

References

- Arikunto, Suharsimi. 2006. *Prosedur Penelitian Suatu Pendekatan Praktik*, Jakarta: Rineka Cipta.
- Ardana, Komang I. 2010. *Manajemen Sumber Daya Manusia*, Yogyakarta: Graha Ilmu.
- Atep Adya Barata. (2003). *Dasar-dasar Pelayanan Prima*. Jakarta: PT. Elex Media Komputindo.
- Badriyah, M. (2014). Pengaruh Kepemimpinan, Motivasi, dan Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. XYZ. *Jurnal Ilmiah Mahasiswa FEB Universitas Brawijaya*, 2(1).
- Bangun, Wilson. 2012. *Manajemen Sumber Daya Manusia*, Jakarta: Erlangga.
- Daryanto dan Ismanto Setyobudi. 2014. *Konsumen dan Pelayanan Prima*, Yogyakarta: Java Media.
- Davidow, B., & Uttal, B. (1989). *Service Management: Strategy and Leadership in Service Business*. New York: John Wiley & Sons.
- Handoko, T. Hani. 2014. *Manajemen Personalia dan Sumber Daya Manusia*, Yogyakarta: BPFY-Yogyakarta.
- Hardiansyah. 2011. *Kualitas Pelayanan Publik*, Yogyakarta: Gava Media.
- Kaswan. 2013. *Pelatihan dan Pengembangan: Untuk Meningkatkan Kinerja Sumber Daya Manusia*, Bandung: Alfabeta.
- Lukman, A. B., & Sugiyanto, A. M. (2001). *Pelayanan Publik: Konsep dan Aplikasi*. Yogyakarta: Pustaka Pelajar.
- Moenir. (2000). *Manajemen Pelayanan Publik*. Jakarta : Bina Aksara.
- Moleong, L. J. (2002). *Metodologi Penelitian Kualitatif*. Bandung: PT Remaja Rosdakarya.
- Nina Rahmayanty. (2010). *Manajemen Pelayanan Prima: Mencegah Pembelotan dan Membangun Customer Loyalty*. Yogyakarta: Graha Ilmu
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1), 12-40.

- Putra, S. K., & Mei, R. (2021). Konsep Manajemen Sumber Daya Manusia dan Praktiknya di Lembaga Pendidikan. *NAZZAMA Journal of Management Education*, 1(1), 63
- Rahmat, Baiquni dan Wuradji, “Manajemen Pengembangan Sumber Daya Manusia dan Program Sekolah Riset di SMA Negeri 6 Yogyakarta”, *Jurnal Penelitian Ilmu Pendidikan*, Vol. 5, No. 2, September 2012.
- Sugiyono. (2011). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sulistiyani, Ambar Teguh dan Rosidah. 2009. *Manajemen Sumber Daya Manusia: Konsep, Teori, dan Pengembangan dalam Konteks Organisasi Publik*, Yogyakarta: Graha Ilmu.
- Suprihanto, J., & Putri, L. P. (2021). *Manajemen Sumberdaya Manusia*. ISBN: 978-602-386-948-0
- Suryana, O., & Briando, B. (2022). Berakhlak as a New Foundation of Basic Values for the State Civil Apparatus. In *The 3rd International Conference on Governance, Public Administration, and Social Science (ICoGPASS)*, Volume 2022 (p. 5). Doctoral Program in Development Administration Science, Politeknik STIA LAN, Jakarta, Indonesia.
- Suryanthy, DB. Paranoan, Erwin Resmawan, “Pelaksanaan Pelayanan Prima pada Dinas Kearsipan dan Perpustakaan Kabupaten Kutai Kartanegara”, *eJournal Administrative Reform*, Vol. 1, No. 2, 2013.
- Sutopo dan Suryanto, Adi. 2009. *Pelayanan Prima (Modul Pendidikan dan Pelatihan Pra-Jabatan Golongan I dan II)*, Jakarta: Lembaga Administrasi Negara.
- Sutrisno, E. (2009). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.
- Suwithi. (1999). *Pelayanan Prima*. Jakarta: PT. Gramedia Pustaka Utama.
- Syaifulloh. (2023, 5 Mei). Core Values (Nilai-Nilai Dasar) ASN BerAKHLAK Sebagai Patokan WFA (Work From Anywhere). *Artikel*.
- Wahjono, S. (2010). *Manajemen Pelayanan Publik*. Yogyakarta: CAPS (Center for Academic Publishing Service).
- Zaenal Mukarom dan Muhibudin Wijaya Laksana. (2015). *Manajemen Pelayanan Publik*. Bandung: Pustaka Setia.