

The Quality of Human Resources in Improving Community in Bandar Lampung City

Ida Farida^{1*}, Muhammad Ardiansyah², Masayu Nila Juwita³

¹²³ Program Administrasi Publik, Universitas Bandar Lampung, Indonesia

Email: ida.farida@ubl.ac.id, m.ardiansyah@ubl.ac.id, masayu@ubl.ac.id

Abstract. This research reveals how the quality of human resources exists in the public service office in the City of Bandar Lampung. The element of the problem found in the depths by seeing how the change of the service pattern that exists in society is mainly in the use of digital services (E-government) for that Capacity of Officers, Employee Placement, Authority, Responsibility as well as Motivation of Officials in performing service based on the main tasks and functions of the District Officer in the City of Bandar Lampung need to be reviewed to get a good quality of human resources. The type of research used is the Qualitative Method using a case study approach. The results of the study found that there is an influence of the capacity of employees on the technological tendency to support the digital government services (Electronic Government) in the area so that good governance is realized, the placement of employees in accordance with their expertise, the authority of responsibility of each employee as well as the motivation is still a factor in achieving the quality of human resources in providing services in the district of the city of Bandar Lampung.

Keywords: Quality; Service; Society; Resources

Received:02-09-2022 **Revised:**22-12-2022 **Accepted:**29-12-2022

INTRODUCTION

According to Dessler (2011) human resources are as policies and training to meet employee needs or aspects present in human resources such as management positions, employee hiring or recruitment, filtering, training, compensation, and employee work evaluation. Therefore, the development of human resources must and must continue to be carried out given the growing knowledge and technology. Human resources are a strategic element in determining the health of an organization (Susanto, J., & Anggraini, Z. 2019). Planned and sustainable development of human resources is an absolute need especially for the future of the organization, the role of humans as resources in the organization is increasingly believed to be of importance, thus increasingly encouraging the development of science on how to utilize such human resources to optimal conditions. Various management approaches are carried out in managing such human resources that evolve following the development of the management philosophy (Supriatin, S., & Suhendra, A. D, 2021).

Email Correspondence*:

ida.farida@ubl.ac.id

An organization is formed to common goals, but to the goals already set is necessary good and correct management. The success and performance of an organization is determined by the quality of its human resources. It demonstrates that human resources are the fundamental key to be taken into account with all its needs, the organization's demands to acquire, develop and maintain human resources whose availability is increasingly pressing according to the dynamics of a highly dynamic or ever-changing environment (Dahlan, Hasim, & Hamdan, 2017; Zainal, V. R., Ramly, M., & Arafah, T. M. W, 2014). In the sphere of government, for example, there are very significant changes through the adoption of digital-based technologies, these changes ultimately greatly help the government in the service of the society and achieved good governance.

The main problem faced by the government to obtain good services on the basis of the use of digital technology is that the area is far from the center of the country's capital so that there is a fairly clear gap. As was the case in the City of Lampung, the quality of human resources preparation in the city government of Bandar Lampung also seems so clearly still being a problem. Changes also require the support of the top leadership as the first important step to make common aspirations come true. According to the Regulation of the Mayor of the City of Lampung No. 66 of 2016, on the functions and work order of the District. District is a unit of the City of Bandar Lampung that has specific area of work that is led by a Head of District who is located below and is responsible to the Mayor through the Regional Secretary. Improving the quality of public services as stipulated in the Law of the Republic of Indonesia No. 25 of 2004 on the National Development Programme requires the implementation of a service satisfaction survey as a measure to assess the level of service quality. In addition, the public satisfaction index data will be an assessment material for the service elements that still need to be improved and will be the driving force for each service section to improve the quality of service (Dwiyanto, 2018). The forms of complaints submitted by the public to the government of various kinds, such as the broken management, the lack of socialization of tariffs or intransparency these indications of public dissatisfaction with the public services provided by the District in the City of Lampung.

The results of observations made by the author there are several phenomena found at the District Office in the City of Bandar Lampung, among others, there are employees who are less competent and unskilled in serving, causing the service process provided to the community to be ineffective and inefficient, starting from employees being late to the office and often absent during working hours; Generally, employees have low levels of education and incentives; Lack of

training in developing employee capabilities in the use of digital technology; Lack of employee transparency to service recipients regarding service procedures, service requirements both technical and administrative; Ineffective details of costs or service rates and payment procedures and timelines for service completion. The community still feels that they are always being complicated by the process of processing population documents which is still too long plus the apparatus who do not provide good service, so that disputes often occur between the community and the apparatus (Yanti,2019). Documents issued usually do not comply with the specified time, it can even take more than one week; There are still services that prioritize friends, relatives or family, so that other people who follow the flow of population document management feel ignored. The actions above make people feel dissatisfied with the services provided and tend to cause public distrust of the services provided. In community service, people expect to get quality and satisfying services (Prabu,2005; Musdalipa, et al,2017).

In an effort to improve the quality of human resources for government employees, this can be done through a process of (1) education, (2) training, (3) skills (Sedarmayanti, 2017). Further explained by Sedarmayanti (2017) education with its various programs has an important role in the process of obtaining and improving the quality of individual professional abilities. Through education, a person is prepared to have the provision to be ready to know, recognize and develop methods of thinking systematically in order to be able to solve problems that will be faced in the future. Training aims not only to increase knowledge and skills, but also to develop talent. Therefore the training is intended for apparatus who will soon be given the task of doing the work that already exists in the institution. While development through 3 processes: The first, education, the second training and third skills is needed to prepare apparatus to do work in the future for the implementation of employee development. The objectives in this study include to find out the quality of human resources in improving community services in Bandar Lampung City, apart from that to find out the inhibiting aspects and supporting aspects in the implementation of digital-based services in the Bandar Lampung City District government and answer existing problems.

METHODS

The type of research used in this research is using a qualitative descriptive method. The qualitative descriptive method is a scientific way to obtain data with specific purposes and uses (Arikunto, 2013). Meanwhile, the research approach used in this research is a case study, which is a detailed study observing a certain object over a certain period of time in a sufficiently deep and thorough manner (Nawawi, 2018). The focus in this study is the quality of human resources in

improving community services in Bandar Lampung City with informant data including the Head of District, Secretary of the Head of District, Head of Subdivision, Functional Position Group, Head of Section and the community in Bandar Lampung City. Data collection techniques using interviews, observation and documentation. The location of this research is in the City Government of Bandar Lampung. Data collection techniques used are observation, interviews and documentation. Data analysis in this study used the Interactive Model according to Miles and Hubberman (2011), the interactive model analysis consisted of data collection, data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

According to Sedarmayanti (2017), in order to explore and reveal the problems that have been disclosed in the background of this research, it is necessary to reveal how Employee Capability, Employee Placement, Authority, Responsibility and Employee Motivation in performing services based on the main tasks and functions of District employees in Bandar Lampung City so that the inhibiting aspects of the problem under study will be clearly seen. The following is data on District employees in the city of Bandar Lampung:

Tabel 1. District Employee Data in Bandar Lampung City

District	Amount of Ward	Amount of Government Officer	Amount of Non Government Officer
<u>Bumi Waras</u>	5	15	7
<u>Enggal</u>	6	18	8
<u>Kedamaian</u>	7	18	9
<u>Kedaton</u>	7	17	10
<u>Kemiling</u>	9	24	17
<u>Labuhan Ratu</u>	6	18	7
<u>Langkapura</u>	5	14	8
<u>Panjang</u>	8	20	11
<u>Rajabasa</u>	7	17	9
<u>Sukabumi</u>	7	18	9
<u>Sukarame</u>	6	18	8
<u>Tanjung Senang</u>	5	13	8
<u>Tanjung Karang Barat</u>	7	17	10
<u>Tanjung Karang Pusat</u>	7	17	10
<u>Tanjung Karang Timur</u>	5	13	8
<u>Teluk Betung Barat</u>	5	13	8
<u>Teluk Betung Selatan</u>	6	18	7
<u>Teluk Betung Timur</u>	6	18	7
<u>Teluk Betung Utara</u>	6	18	7
<u>Way Halim</u>	6	18	7
Jumlah	126	342	175

Source: District Personnel Data in Bandar Lampung City in 2022

From the data in table 1, it can be seen how the number of employees of the state civil apparatus and non-state civil servants is categorized as sufficient, but the problem in the field is why there are still public complaints about service satisfaction in District offices in Bandar City. Lampung. So, it needs to be reviewed based on the dimensions of Sedarmayanti's theory (2017), namely Employee Capability, Employee Placement, Authority, Responsibility and Motivation.

1. Employee Capability

An organization or company agency can run well if the organization or agency has good human resource capabilities. According to Nawawi in Gaol (2014), Human Resources are people who work and function as organizational/company assets that can be counted (quantitative), and human resources are the potential that drives the organization. The ability of human resources plays an important role in an organization. This was revealed by the Head of District of the Kemiling District regarding the human resources in the Kemiling District Office who said that the ability of human resources is very important in work. If human resources have low abilities, their performance will also be poor, and vice versa. The human resources at the District Office are currently considered good. Employees can work according to the existing duties and responsibilities.

However, the statement above is not in line with what was conveyed by the Head of the Public Service Section who said that the human resources in the Kemiling District Office were considered not entirely good and appropriate because quality human resources were very important in an organization. If the resources are good, the work that is carried out will be better. For example, a digital-based queuing tool, not all employees are able to understand how to use it. Based on the explanation before, it can be said that the human resources in the District as one of the samples are not good enough to do the job in accordance with the duties and functions given. District employees have not provided good service to the community.

Human resources is an activity that has an ideal role in a service office. The main focus is people or employees, employees are one of the most dominant and strategic elements in efforts to achieve goals so that in a business organization empowering and developing human resources, in this case employees, need to be constantly improved in order to achieve goals and results as desired. According to Keith Davis, the factors that influence performance are ability and motivation (Mangkunegara, 2010).

Someone who has significant ability will be able to carry out the tasks assigned to him. Ability is an individual's capacity to carry out various tasks in a job, for this reason the ability factor is one of the factors that is very important and influences the success of employees in

carrying out a job, because ability is the potential that exists within a person to do something, making it possible someone to be able to do the job or not be able to do the job (Robbins, 2006). The ability of these employees must be continuously developed by the company in order to be able to become the backbone of the company's success. There are many ways that can be used to improve employee abilities such as seminars, training or continuing education to a higher level.

2. Placement of Employees

In addition to ability, things that need to be considered in a government agency are position or work placement. Placement of employees is placing employees according to their needs and competencies. The first step in producing skilled and reliable human resources is the need for a plan in determining the employees who will fill the jobs in the company concerned. District employees in Bandar Lampung City from the results of interviews in the field found that there were several Districts such as Labuhan Ratu District, Kedaton District, Way Halim District and Tanjung Karang Pusat District who considered that they had their respective duties in the right position. This is in accordance with what was said by the Head of District of each District above. However, several other Districts such as Teluk Betung Timur District, Kemiling District, Sukrame District, Langkapura District and Panjang District from the results of interviews with the Head of District and the Secretary of the Head of District on the spot revealed that it is realized that there are still placements of employees who do not match their expertise. This happens because there are levels of educational background that are not evenly distributed and in accordance with needs.

The inhibiting aspects found above are that the District Office employees in Bandar Lampung City as a whole have not placed positions that match their abilities. This is of course a correction so that District employee performance can be better by assigning work positions and assignments in accordance with their capabilities and expertise to expedite existing work. Success in procuring manpower lies in the accuracy in the placement of employees, both the placement of new employees and old employees in new positions. Theoretically, the placement of employees in an organization must have compatibility between the qualifications or educational background of employees with the qualifications of the work they will carry out (Rivai, 2011). The right work placement in the sense that it is in accordance with the abilities of employees is very important because it will be able to provide encouragement and enthusiasm for the work of each employee. The emergence of work enthusiasm encourages employees to optimize their performance and be able to carry out tasks smoothly.

Based on the findings, District employees in Bandar Lampung City are already responsible for carrying out the assigned tasks. Even though the tasks given are not entirely in accordance with the abilities of the employees so that all work can be completed properly. Mainly on employee understanding of digital technology, this of course must also be the focus of improvement. Because if the employee in charge of operating the technology for ease of service does not match his expertise, of course it will actually become an obstacle aspect of the service. Placement of employees in the sense of the word how to place workers according to their respective expertise by providing maximum work encouragement so that the people served will feel a good impact, especially in the speed of quality service.

3. Authority

Legitimate and legal power that a person has to order other people, do or not do something, power is a legal and legal basis for being able to do something work, (Hasibuan, 2016). Authority also gives the right to lead and govern other people, direct and organize other people so that according to our thoughts and in line with us to do or not do something. This is done in order to achieve the desired goals and can spur others to act more optimally for the betterment of the organization.

The findings in the field based on interviews with the Head of Government Section in the District reveal that employees have been given the authority to carry out the duties and responsibilities given by the leadership based on statutory regulations. Especially regarding services to the community must be able to serve well and optimally. All employees always try to carry out their duties well, giving their best is the main goal as servants of the state serving the community. This is actually inversely proportional to the findings in the community, where the results of interviews with people who have directly served by District employees reveal that there is still arrogance of authority by District employees so that the community feels uncomfortable. This is supported by evidence that the community satisfaction index in Bandar Lampung City is still considered low from the results of the Community Satisfaction Survey in 2022, which is 58,361%. (Department of Population and Civil Registration of Bandar Lampung City 2022).

For this reason, from the results described above, it was found that most of the District Office employees in Bandar Lampung City had not exercised their authority based on their main duties and functions properly so that complaints still occurred in the community..

4. Responsibility

Responsibility is the obligation to carry out all the tasks assigned to him in accordance with the authority that has been obtained or owned (Rifmanesi, 2019). Responsibility arises from the

relationship between superiors and subordinates, superiors delegate work authorization to subordinates. Responsibility is an obligation that must be carried out according to the rules set by a company in order to maintain the trust that has been given. Kemiling District employees already have duties and responsibilities at work. This is as expressed by most of the Heads of Districts in the City of Bandar Lampung that the employees in the District have carried out their duties and responsibilities well at work, all work in accordance with the existing duties and responsibilities. Leaders also demand that employees be able to work in totality especially in providing services to the community so that no community complains about our performance. This was also added by the Head of Public Services who said that of course he is responsible for the tasks given by superiors, because this relates to the services provided. The responsibility for the tasks assigned as a service provider must of course work in totality so that there are no public complaints about the work ethic given.

5. Work Motivation

Motivation is an encouragement or a state in which a person's effort and will are directed towards a particular goal. In this study, the motivation in question is motivation that comes from outside the employee's self such as friends, or office conditions. Support is always given to fellow employees so that they remain optimal at work. The Head of District always motivates his employees to provide good service as it is said that employees clearly need motivation to support their performance. The existence of awards at work can certainly also motivate to work hard. From the findings in the field, the awards given are considered to be lacking in appreciation for employees who have worked for a long time, so of course this will have an impact on work which is sometimes still not optimal so that people feel disappointed with the services provided..

In line with this, the Head of Public Services for the Kemiling District added that employees need an award when their work has met the targets or even exceeded the standards set by government agencies. This award can be in the form of praise, gifts or appreciation for employees. Because this award can also motivate other employees. Motivation is an internal, psychological, and human mental condition such as various desires, hopes, needs, drives, and preferences that encourage individuals to work behavior to achieve satisfaction or reduce imbalances (Berelson & Steiner, 1964). Someone who is motivated is a person who makes substantial efforts to support the production goals of his work unit and the organization in which he works. An unmotivated person is only giving minimum effort in terms of work. Work motivation is very important for all employees because motivation can motivate subordinates to work, so they want to work hard by providing all their abilities and skills to realize company goals.

Motivation to work is very important for the high and low productivity of the company. Without motivation from employees to work optimally for the company, the company goals that have been set will not be achieved and the impact on the company itself.

Good human resources in a public service organization will be an asset that can produce good public service jobs, so that it will also create a good image for public service organizations. Human resources who are capable and have good knowledge and skills will become a competitive advantage in the delivery of public services, and the community will feel satisfied and find it easy to obtain their basic rights and needs. In the end, human resources will become the company's/organization's most important innovation resource (Gupta and Singhal, 1993). The quality of public services is an effort to fulfill everything related to production, services, people, processes, the environment, and the needs and desires of consumers both in the form of goods and services that are expected to meet the expectations and satisfaction of the community as customers. must meet customer expectations and satisfy their needs.

Service quality can be identified by comparing service users' perceptions of the services they receive with the services they actually expect. Assessment of public quality that has been running according to community expectations in the comfort of the place given and timely employee discipline. Employees are very careful in serving the community when taking care of things. Employees should not make it difficult for people who want to take care of their personal needs at the District Office, the most important thing is that the people have brought and completed the requirements to take care of things according to the regulations that have been set. Employees in serving the community are very thorough so that fatal mistakes do not occur which result in the community being dissatisfied with the services provided.

Supporting and Inhibiting Factors

The supporting factor that has been found in the field is maintaining the quality of service to the community at the District Office according to Socrat Pringgodanu as the Head of District said that services for the community are currently supported by sufficient service employees. so that with sufficient numbers will be able to divide the tasks according to the ability of employees. For this reason, in guarding the service office, they must also continue to prioritize their regular work in their respective sections. Incomplete public service facilities The implementation of public services basically requires facilities that support the process of public services. In order to create convenience for the community, especially as a whole can use digital-based service technology so that it will greatly affect speed and transparency in providing services to the community. For example, the Kemiling District Office and several other districts do not yet have a queue number

collection system for people who need service. This makes the service seem less tidy and people are scrambling to be served without understanding who will come first. Apart from that, according to the Head of District, other technologies that have not yet been realized are the absence of CCTV in every corner of the room which is also an inhibiting factor because this CCTV functions to monitor the running of District apparatus public service activities to the community.

CONCLUSION

Based on the description on the results of the research and discussion, it can be concluded that the human resources in the District Office in Bandar Lampung City as a whole are not good. The results of the analysis based on the variables in the theory used include employee capabilities, employee placement, authority, responsibility and employee motivation. There are still obstacles in the field that have an impact on the effectiveness of using technology to make it easier to provide services to the community. The community satisfaction index is also a very clear reference for assessing the government of Bandar Lampung City which has proven not optimal in developing the quality of human resources and infrastructure supporting services to the people of Bandar Lampung City. The supporting factors in this study are the availability of sufficient staff although not as a whole it can be said to be qualified and the placement of employees is not in accordance with the expertise of each employee.

REFERENCE

- Arikunto, S. (2013). *Metode Penelitian kuantitatif kualitatif dan R&D*. Bandung: Alfabeta UU No. 25 Tahun 2009 tentang Pelayanan Publik
- Dahlan, Hasim D & Hamdan. (2017). Pengaruh Manajemen Sumber Daya Manusia dan Budaya Organisasi Terhadap Kualitas Pelayanan Pada Kantor District Tamalate Kota Makassar. *Jurnal Administrare: Jurnal Pemikiran Ilmiah dan Pendidikan Administrasi Perkantoran* Vol. 4, No. 2, Juli - Desember
- Dessler, G. (2011). *Human Resource Management Twelfth Edition*. Pearson International Edition.
- Dwiyanto, A. (2018). *Manajemen Pelayanan Publik: Peduli Inklusif Dan Kolaborasi*. Yogyakarta: UGM press.
- Gupta, A. K., & Singhal, A. (1993). Managing Human Resources for Innovation and Creativity. *Research-Technology Management*, 36 (3). 41-48.
- Hasibuan, Malayu. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

- Musdalipa, et.al. (2017). Kualitas Pelayanan Publik Di Kantor Desa Parigi District Tinggimoncong Kabupaten Gowa. *Jurnal Administrasi Publik*, Volume 3 Nomor 1 April
- Nawawi. (2018). *Pengantar Sumber Daya Manusia*. Jakarta: PT. Rineka Cipta
- Prabu, M. A. (2005). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Robbins, S. P. (2006). *Perilaku Organisasi, Edisi Kesepuluh*. Jakarta: PT Indeks Kelompok Gramedia.
- Sedarmayanti, S. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja, dan Produktivitas Kerja*. Bandung: Penerbit PT. Refika Aditama, 64.
- Supriatin, S., & Suhendra, A. D. (2021). Pengaruh Sumber Daya Manusia Terhadap Kualitas Pelayanan Publik di kantor Desa Pasirsari Cikarang Selatan.. *Akrab Juara: Jurnal Ilmu-ilmu Sosial*, 6(4), 15-22.
- Susanto, J., & Anggraini, Z. (2019). Kualitas Pelayanan Publik Pada Kantor Camat Tabir Ulu Kabupaten Merangin. *Jurnal Administrasi Negara*, 25 (2), 105-122.
- Steiner, G. A., & Berelson, B. (1964). *Human Behavior: an inventory of scientific findings*. Harcourt Brace and World.
- Yanti, B. (2019). Pengaruh Komunikasi dan Tanggung Jawab terhadap Kinerja Pegawai pada Badan Pusat Statistik Provinsi Sumatera Barat. *Manajemen dan Kewirausahaan*, 10(1), 38-48.
- Zainal, V. R., Ramly, M., & Arafah, T. M. W. (2014). *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori dan Praktik*. Jakarta: PT Raja Grafindo Persada.