Human Resources of Government Apparatus and Public Service Professionalism

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Abstract: Human resources (HR) are crucial in all facets of life. Institutional responsibilities are part of the effort required to provide public services. This study aimed to assess the public services provided by all local government working units (SKPD), technical implementing units (UPT), and local companies (Perusda) in Banjarmasin. Measuring public services helps determine the public's concern and allows the community to participate in how well human resources of government apparatus do their jobs and responsibilities for all citizens. The study method was a survey of 700 people in the community who have used public services in different categories and fields in 2021. This study showed that the quality and quantity of public services the Banjarmasin municipal government offers have improved. It also showed that public service personnel's (human resources of government apparatus) professionalism has improved and that those served care about the facilities required for public administration to function. This implied how the Banjarmasin municipal government managed public services through the human resources or government apparatus on each SKPD/UPT/Perusda positively impacted the society receiving the service.

Keywords: government, human resources, professionalism, public services

1. Introduction

The municipal government of Banjarmasin has duties and responsibilities to the people of the town. One of these is to provide public services. Local government working units (SKPD), technical implementing units (UPT), and local companies in Banjarmasin are essential to government duties. This is because each of those administrative units provides different public services.

More than 123–130 public service units under the Banjarmasin Municipal Government provide administrative services with diverse areas of activity and focus, ranging from the general to the specific. The municipal government must provide these services to the utmost extent possible so that every citizen who requires them can be served promptly and appropriately. There is a need for speed, accuracy, directness, hospitality, convenience, thoroughness, and skill/ competence of each public personnel in each administrative unit due to the numerous needs of the community on an administration requiring this legality of the administrative units.

Public services are inseparable from the personnel or human resources [1], supporting the service delivery process. The outcome of the services the community needs will depend on how attitudes and behaviors affect the personal or human resource actions of those who manage services in their fields. Consequently, effective public service administration must be integrated with managing the individuals who perform the work.

According to the Bahasa Indonesia Big Dictionary (KBBI), service is an effort to help prepare or manage what other people need. Meanwhile, according to [2], service is an activity carried out by a person or group based on material factors through specific systems, procedures, and methods to fulfil other people's interests according to their rights. Public service comes from two words: service and public. Service, according to Armstrong and Kotler in [3], is any activity or benefit that can be provided by a party to another party that is

intangible and does not result in the choice of a product, whether or not it can be associated with a physical product.

Article 1 of the Law of the Republic of Indonesia Number 25/2009 defines public service as an activity or series of activities designed to meet the service needs of each citizen and resident on the services, goods, or administrative services provided by the public service's organizer. Consequently, public service is a set of activities; service is a process. As a process, service is routine and continuous, covering all aspects of societal life.

The quality of the services that government agencies offer needs to be improved. People are often unhappy with government services that must be improved or meet the standards. Thus, a standard method is needed to measure the quality of the public services offered by government agencies.

Public services include both public goods and public services. In general, they are the responsibility of and are provided by government agencies at the central, regional, and state-owned or regionally-owned enterprise levels to meet the community's needs and the legislation's provisions.

According to [4], a service's success is determined by the degree of satisfaction of its recipients. Even though the recipient will be satisfied if they receive the type of service they expect and require, their needs must be met to the greatest extent possible for them to feel content.

In [5] stated that service quality is a dynamic state closely related to products, services, human resources, processes, and the environment that can meet or exceed the expected service quality. The definition of service quality is an effort to meet the needs combined with the consumer's wants and the accuracy of its delivery to satisfy the customer's expectations and satisfaction.

For good service quality [5], there are several types of service criteria, including the following: 1)timeliness of service, including waiting time during transactions and payment processes; 2)service accuracy, namely minimizing errors in services and transactions; 3)courtesy and friendliness when providing services; 4)ease of getting services, such as the availability of human resources to help serve consumers, as well as supporting facilities such as computers to find the availability of a product; and 5)convenience for customers, such as location, parking, a comfortable waiting room, cleanliness, information availability, etc.

Service quality, according to [6], is a performance that one person can offer to another. Alternatively, quality is the overall product's features and characteristics based on its ability to satisfy the needs either stated or implied by the company [7]. This performance may be an act that is non-material and does not result in ownership of anything and against anyone. The point is that a seller does a service for a buyer or consumer to meet their needs and wants. This behavior aims to achieve customer satisfaction. A service can be carried out when consumers choose a product or after completing a product purchase transaction. Good service quality will also impact the company because it will become a loyal customer and benefit the company.

The quality of this service is essential because it will affect government agencies directly. Good quality of service will be an advantage for the company/agency. How else, if a company or government agency has already gained a positive value in the eyes of consumers or society, then the consumer or user community will give good feedback. It is possible to become a regular customer (a repeat buyer). So, it is essential to consider how service quality affects customer satisfaction. For instance, the services that can be provided include convenience, speed, skill, and hospitality, as demonstrated by attitudes and direct actions toward customers or those being served.

This service quality can be interpreted as the degree of guest or customer satisfaction. In contrast, this guest's degree of satisfaction can be determined by comparing the service provided to what was expected. Good service quality is characterized by services that are satisfactory and consistent with consumer expectations. However, this service can exceed consumer expectations. In that case, it can be categorized as extremely high quality or hugely satisfying service. While poor service quality is a service significantly below the standard or does not meet consumer expectations for service, it is still a service.

According to (Law No. 23/2014 on Regional Government) Article 11 Paragraph 2 discusses the government's obligations in providing services to the community. Article 12 defines that:

a. Primary services include education, health care, public work and planning, housing and living areas for people, peace, public safety, and community and social protection.

b. Non-basic services consist of labor, empowerment of women and child protection, food, agriculture, the living environment, population administration and civil recording, empowering of communities and villages, population control and family planning, relations, communication and informatics, cooperation, small and medium-sized enterprises, capital cultivation, youth and sports, statistics, secretaries, culture, libraries and archives.

Moreover, according to [8], consumer satisfaction is a person's pleasure or disappointment that results from comparing his perception of a product's performance (or outcome) to his expectations. Moreover, according to [9], customer satisfaction is a post-purchase evaluation or assessment based on comparing what is felt and what was anticipated. Customer satisfaction is influenced by two factors: expectations and performance. Performance refers to the consumer's perception of what they receive after consuming a product. Expectations are what

consumers believe they will receive when consuming a product. Based on this explanation, customer satisfaction is the level of one's feelings, which results from evaluating what is felt compared to one's expectations.

Furthermore, [8] says that consumer satisfaction is a person's happiness or disappointment when he compares his opinion of a product's performance (or outcome) to what he expected. Also, [9] says that customer satisfaction is an evaluation or assessment done after purchase based on comparing what is felt with what was expected. Customer satisfaction is influenced by two factors: expectations and performance. Performance refers to the consumer's perception of what they receive after consuming a product. Expectations are what consumers believe they will receive when consuming a product. Based on this explanation, customer satisfaction is the degree of one's feelings, which results from evaluating what is felt compared to one's expectations.

In [8] says that there are several ways to measure customer satisfaction, such as:

1. Complaint and suggestion systems: Companies that care about their customers give them many ways to make suggestions and voice complaints, like suggestion boxes, comment cards, and so on. This information can give the company ideas and suggestions and help the company solve problems quickly and effectively.

2. Customer Satisfaction Survey: This method can be done by post, telephone, or personal interview. Through surveys, direct responses or customer feedback will be received while simultaneously signaling that the company cares about its customer. This method allows for a variety of customer measurement techniques, such as:

    a. Direct Reported Satisfaction: measurement is done directly through questions such as expressions of satisfaction.

    b. Derived Dissatisfaction: The questions mainly focus on how much the customer expects certain qualities and how well they think the company is doing.

    c. Problem Analysis: Respondents are asked to reveal two main things. First, the problems they face related to the offer; second, suggestions for improvement.

    d. Importance-Performance Analysis: People were asked to rank the different features of the offering based on how important each feature is and how well it works.

3. Ghost shopping (or "shadow customers") refers to employing several individuals to pose as customers or prospective buyers of competing company products and then relaying their findings regarding the strengths and weaknesses of the competitors' products. Additionally, Ghost Shopper can observe how complaints are addressed.

4. Lost Customer Analysis: The company contacts customers who have stopped buying and switched suppliers. This is done to obtain information about the cause of this occurrence. This information is helpful for the company to develop other policies in order to increase customer satisfaction and loyalty.

2. Method

According to [10], this study was survey research, which is a study that uses a questionnaire to gather samples from a community. The participants received no treatment; statistics were collected using standardized instruments. The information was presented as figures derived from questionnaires distributed and filled out by respondents. Following a quantitative study, the data were presented descriptively.

Before conducting the survey, the validity and reliability of the instrument were evaluated. Then, determine the sample size, technique, and respondents, following the survey objectives. The collected data was then processed and analyzed until the survey results were compiled. The survey's interim results had been shown to several administrative units (SKPD, UPT, and Perusda) before they became the final results by the Regional Secretariat Organizational Department of the Banjarmasin Municipal Government. So that service executors or government apparatus could see the results of service performance that have already been given to the public. Responses and comments from government agencies about the exposure were used to improve the performance already in place.

The Regulation of the Banjarmasin Mayor Number 30/2020 on the Guidelines for the Community Satisfaction Survey in the Municipal Government was used as a guide for the Community Satisfaction Survey. Questionnaires created to be readily understood were used in data collection techniques as a tool. Each instrument had a multiple-choice Likert scale response form. In [11], which was divided into four groups based on how much they were thought to be: 1)Disagree, given a perception value or score of 1; 2)Reasonably disagree, given a perception value or score of 2; 3)Agree, given a perception value or score of 3; and 4)Strongly Agree, given a perception value or score of 4.

According to [12], population refers to the entire group or person within the study's purview. This survey examined the entire population of the city of Banjarmasin in 2020, which was 715,703 people. In order to provide accurate results, it was necessary to have a basis for determining the number of samples, one of which

was using the Krejcie and Morgan Formulation based on the [13] concerning Guidelines for Compiling Community Satisfaction Surveys of Public Service Provider Units as follows:

$$n = \frac{X^2 \cdot N \cdot P \, (1-P)}{(N-1)d^2 + X^2 \cdot P \, (1-P)}$$

(1)

Where:

n   = required sample size
X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level
N   = the population size
P   = the population proportion (assumed to be 0.50)
d   = the degree accuracy expressed as a proportion (0.05)

Using the Krejcie and Morgan formula [13], the sample size for this community satisfaction survey was at least 384 people. The respondent sample distribution could not be met because it was based on the average population weight divided by the total number of services in all administrative units (SKPD, UPT, and Perusda) in the Banjarmasin Municipal Government in 2021. However, since each administrative unit in the Banjarmasin Municipal Government (SKPD, UPT, and Perusda) must do this community satisfaction survey, it was essential to give each element or member of the population an equal chance of being chosen as a member of the sample (sample probability).

In 2021, 715,703 people were living in Banjarmasin. Using the Krejcie and Morgan formula to get samples, a minimum sample size of 384 people was obtained. This sample size was then divided by the number of SKPDs in the Banjarmasin, totaling 108, as follows:

$$\text{Respondents for each administrative unit} = \frac{384}{108} = 3.56 = 4$$

(2)

This implies that four respondents were the minimum sample size taken in each administrative unit (SKPD, UPT, and Perusda) in Banjarmasin. However, researchers had yet to be satisfied with the number of samples. Therefore, the researchers set a minimum sample size of 5 respondents in each administrative unit (SKPD, UPT, and Perusda) in Banjarmasin. With the addition of a minimum sample probability of 5 respondents, which turned out to be insufficient, the total sample taken was increased to 723 respondents spread across each administrative unit (SKPD, UPT, and Perusda) in Banjarmasin.

Based on the Regulation of the Ministry of State Apparatus Utilization and Bureaucratic Reform of the Republic of Indonesia, Number 13/2019, concerning Guidelines for Compiling Community Satisfaction Surveys of Public Service Provider Units, nine indicators must be used as a measuring tool in a questionnaire for public service units items provided by the government to the community, namely: service requirements; service procedures; completion time; fees and tariffs; service specifications or standards; officer competencies; officer behaviours; complaint handlings; facilities and infrastructure.

This survey's analysis was based on the Ministry of [13] on Guidelines for Compiling Community Satisfaction Surveys of Public Service Provider Units. The completed surveys were then gathered, and the data were tabulated using SPSS Version 19 and the Microsoft Office Excel program. For this community satisfaction poll, modifications were made to the particular conditions of each SKPD in Banjarmasin. Statistical tests were used to get more accurate information from the collected data.

Validity and reliability tests were conducted after the data were tabulated [14]. A validity test examined how closely the collected data corresponds to what occurs in the studied phenomenon. By utilizing the product-moment correlation coefficient, the correlation method was tested. A validity-tested statement's ordinal score for each item and the overall number of items' ordinal score were correlated.

Since the community satisfaction survey for this service was based on the Regulation of the [13], concerning Guidelines for Compiling Community Satisfaction Surveys of Public Service Provider Units, which said that nine elements must be used, then:

$$\text{Weight Value Weighted Average} = \frac{Total\ Weight}{Number\ of\ Elements} = \frac{1}{9} = 0.11$$

(3)

A weighted average value method with the following formula was used to get the Community Satisfaction Surveys value for the service unit:

$$Community\ Satisfaction\ Survey\ Value\ = \frac{Total\ of\ Perception\ Value\ per\ Element}{Total\ Elements\ Filled}\ x\ Scales\ Value \qquad (4)$$

To make it easier to understand the Community Satisfaction Survey score, which ranges from 25 to 100, the above scores were converted to a base value of 25 using the formula below:

$$Community\ Satisfaction\ Survey\ Value\ of\ Service\ Unit\ x\ 25 \qquad (5)$$

After that, the analysis was converted to a scale of 100, and the service quality of each administrative unit (SKPD, UPT, and Perusda) in the Banjarmasin was put into one of the following categories:

Table 1. Service Quality Categorization

Conversion Interval Score	Service Quality	Service Unit Performance
25,00 – 64,99	D	Bad
65,00 – 76,60	C	Poor
76,61 – 88,30	B	Good
88,31 – 100,00	A	Excellent

3. Results and Discussion

Based on the results of the study, the results and discussions in this study could be presented as follows:

3.1 Results

The average Community Satisfaction Survey score in 2021 was 83.17, or a service quality score of B (good), according to an analysis of the administrative unit (SKPD, UPT, Perusda) in Banjarmasin in delivering services to the community. With an average Community Satisfaction Survey score of 87.51 or a service quality score of B (good), there was an increase of 4.34 points in 2020. In contrast, there was an increase of 6.11 points in 2021 with an average Community Satisfaction Survey score of 93.62 or a service quality score of A (excellent).

According to the outcomes of the evaluation of the nine service indicators for the Banjarmasin Municipal Government in 2021, the nine service components' scores were, from lowest to highest: Complaint handlings came in at 0.39, Facilities and infrastructure at 0.41, Completion time at 0.41, Service requirements at 0.41, Officer competencies at 0.420, Service procedures at 0.42, Service specifications or standards at 0.42, Officer behaviors at 0.42, and Fees/taxes at 0.42.

Based on an analysis of 108 administrative units (SKPD, UPT, and Perusda) in Banjarmasin, 42 have seen an increase in the Community Satisfaction Survey quality assessment in 2021, with 37 going from a service quality value of B (good) to A (excellent) and as many as five urban village offices going from a service quality value of C to A.

Five administrative units (SKPD, UPT, and Perusda) in Banjarmasin reported a decline in the Community Satisfaction Survey quality assessment. Four SKPDs decreased in quality value from A to B, and one SKPD decreased in quality value from B to C.

In addition, 61 administrative units (SKPD, UPT, and Perusda) in Banjarmasin did not experience any changes in the Community Satisfaction Survey Quality Assessment, including 44 still in quality value A and 17 still in quality value B. Then, four administrative units (SKPD, UPT, and Perusda) in Banjarmasin have recently conducted a community satisfaction survey, achieving the quality value of A or an excellent score.

Based on the study's findings, the complaint handling process remains the weakest link in the problem of public service quality at administrative units (SKPD, UPT, and Perusda) in Banjarmasin, so the following measures can be implemented:
  a. There needs to be precise regulation that can keep up with public complaints so that there are clear rules and how they affect the structure, as well as clear procedures and ways to handle public complaints;
  b. It is essential to build the skills of the administrative unit officers (SKPD, UPT, and Perusda) to serve the service users' community and make it simple for them to file complaints;
  c. It is essential to support the use of communication and information technologies that facilitate and mediate the management of public complaints;
  d. It is necessary to strengthen public participation. These conditions can be created if the public understands and is aware of its right to file a complaint or claim to obtain services and its responsibility to enhance services.

Based on the above efforts, then the implementation of complaint management can improve several aspects, as follows:

a. Speed of service to respond to complaints;
b. Efforts to encourage customers to provide feedback.
c. A data and complaint management information system that can maximize complaint follow-up efforts;
d. Internal and external monitoring and evaluation results which have not been used as a reference to reduce ineffective complaint service delivery mechanisms.

Efforts and improvements in these aspects have effects on strategies to improve the way complaint management is handled, such as making improvements to organizations that handle complaints, facilitating the human resource system for the complaint management officer, providing facilities and infrastructure for complaint management, developing data management systems for handling complaints, and giving complaint management operational funding.

In the Community Satisfaction Survey of administrative units (SKPD, UPT, and Perusda) in Banjarmasin, the facilities and infrastructure indicator showed that there were still few facilities for the disabled and elderly, narrow parking spaces that cost money, and waiting areas that were not very good because they felt too narrow, small, and stuffy and did not have enough seats, etc. This affected the performance of the government apparatus in providing services to the community. Then it was felt essential to improve: the maintenance of the facilities and infrastructure existing to be able to improve the service to the community; the involvement of the community and the enterprise world in the planning, implementing, monitoring, and evaluating of the program; and, in particular, maximizing the facilities and facilities for public service.

In the Community Satisfaction Survey of administrative units (SKPD, UPT, and Perusda) in Banjarmasin, the completion time indicators showed that there was a need for transparency of information about service schedules; its placement must be easily accessible to the public who used the service; and the certainty of the time required to complete the service process for each type of service.

According to the service requirements indicators of the Community Satisfaction Survey of administrative units (SKPD, UPT, and Perusda) in Banjarmasin, it was essential to standardize service procedures for service providers and service recipients, including how complaints were handled. Obtaining a Certificate of Disadvantage (SKTM) and documents related to access to aid funds from the central and regional governments, for example, varies in terms of service standards and requirements from one urban village office to the next.

Human resources are the most influential factor in this public service. Every service depends on the competence and capability of the human resources which execute it. Regarding the officer competencies indicators derived from the results of the Community Satisfaction Survey for public services in Banjarmasin, it was necessary to further develop through education and training, technical guidance, and training so that the officer's competence is in line with each field of the service unit. In addition, online-based services that require IT operators should not rely only on temporary internships. Public service, however, is permanent, making it look less professional, particularly regarding services in the urban village office.

Suppose the service is provided following the established procedure. Indicators of service procedures, based on the results of the Public Satisfaction Survey of public services at the administrative units (SKPD, UPT, and Perusda) in Banjarmasin, were expected to implement the principle of service that prompts "simple", which means that the procedures and procedures of service were as follows:

a. easy to set up, quick, uncomplicated, and easy to comprehend and apply by those who need services;
b. service procedures, technical specifications, and administrative needs must all be clear and specific (transparent).

In the Community Satisfaction Survey of public services at the administrative units (SKPD, UPT, and Perusda) in Banjarmasin, the service specifications or standards indicators showed that it was expected that transparency will be applied to service specifications or standards, work units or officials in charge of service providers, completion time, time details, fees, and other things related to the service process so that the public could easily find out about them.

Based on the findings of the Community Satisfaction Survey of Public Services at the administrative units (SKPD, UPT, and Perusda) in Banjarmasin, for indicators of service specifications or standards, it was anticipated to apply transparency about processes and procedures of requirements, work units or officers in charge of service providers, completion time, time detail, and fees, as well as other aspects of the process of compulsory services, to the public in order to be widely known, whether requested or not and to establish the existence of effectiveness, which means:

a. Service requirements are only allowed to cover matters immediately related to achieving service objectives while also taking into account how well the requirements fit the service product;
b. The existence of requirements from the administrative units (SKPD, UPT, and Perusda) in Banjarmasin is necessary to prevent the repetition of requirements in the case of public service procedures.

When it comes to professional services, they cannot be separated from the attitude and actions of the people who provide them. The indicators of officer behavior derived from the Community Satisfaction Survey of Public Services at Banjarmasin's administrative units (SKPD, UPT, and Perusda) were excellent. Nevertheless,

officers were usually good at communicating, so they could give clear (not confusing) and helpful information and sticked to service ethics to make service recipients feel safe.

The fees or tariffs indicator from the Community Satisfaction Survey of public services at Banjarmasin's administrative units (SKPD, UPT, and Perusda) in 2021 indicated the public's feeling most positively. It demonstrated that the Community Satisfaction Survey results from the previous year have been assessed.

3.2 Discussions

Public service is the government's role in offering comfort and ease in public administration requirements. The government's role in offering comfort and ease in public administration requirements is known as public service, so the human resources that exist as a government apparatus and are given tasks and responsibilities become the key to the convenience and success of professional service as the hope of society.

As the manager of activities, the government apparatus must have the capacity that corresponds to its work to carry out its duties and responsibilities in providing public services [15]. In addition, they must possess the skills [16] that correspond to their employment requirements in providing public services so that the organization can fulfil its obligations.

The public service provided by the government apparatus in Banjarmasin's administrative units (SKPD, UPT, and Perusda) has been operating smoothly. From year to year [17] and [3], there has been improvement in service and professionalism in the service given to the community of Banjarmasin.

The results of this study are consistent with those of the studies previously mentioned, as well as with those of [18], [19], and [20], who all found that in public services, the equipment's readiness is an essential factor in making sure that administrative activities run as smoothly as possible to help those in need. Although public services in Banjarmasin are becoming more professional, they still need to be improved to keep up with the rising demand. In particular, concerning the use of numerous applications in the information systems currently used by community services. As a result, officials and other human resources at the forefront of the government must increase their ability and competence.

As office automation, internet networks, and other system applications that help with office work and public services become more sophisticated, it will become increasingly important to have people and tools focused on service. Therefore, the municipal government must always be able to improve and grow the competencies and skills needed to support public services get better and be more tech-friendly. Simultaneously, it provides convenience, comfort, flow, timing, and outcome certainty to those interacting.

As a part of the government, human resources comprise government apparatus who provide services. Because of this, it is impossible to separate their skills from their ability to provide services. So, the Banjarmasin Municipal Government should always work to improve the skills of government apparatus to make them better at their jobs. This result showed that employee competence affects service user satisfaction [21] for public services, which are the main job of government agencies. The greater the employee's value of competence, the higher the community satisfaction. Employees or human resources with a high level of competence will undoubtedly make a significant contribution to the community's services.

Consequentially, it is essential to always pay close attention to improving the character of human resources for government apparatus. This can be accomplished in various methods, such as by enlisting the aid of agencies to enhance skills and competencies. In [22] and research findings [23] concur that developing the human resources of government apparatus will increase the expertise and competence of officers, thereby increasing their efficacy and performance and making the services they provide more professional.

4. Conclusion

Based on the results of the Banjarmasin Municipal Government's assessment of the nine service elements in 2021, the scores for the nine service elements are, in order: Complaint handlings were 0.395; Facilities and infrastructure were 0.411; The completion time was 0.415; Service requirements were 0.419; Officer competencies were 0.420; Service procedures were 0.421; Service specifications or standards were 0.421; Officer behaviors were 0.421; and Fees/Taxes were 0.422.

The results of the Community Satisfaction Survey for public services at administrative units (SKPD, UPT, and Perusda) in the Banjarmasin in 2021 are, on the whole, extremely positive. However, Banjarmasin's administrative units (SKPD, UPT, and Perusda) still need to improve their performance for three consecutive years. This necessitates a comprehensive evaluation of the anticipated issues, requirements, and objectives, which can be preceded by exhaustive research, in addition to providing additional knowledge, work skills, and effective management to support the apparatus's ability to provide services to the community.

Acknowledgements

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