

Measuring the Effectiveness of Human Resources Performance in Improving Public Services in Deli Serdang Regency

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Abstract

This study aims to measure the effectiveness of human resource (HR) performance in improving public services in Deli Serdang Regency. Employee performance is one of the important factors in determining the success of government organizations in providing services to the community. This study uses a quantitative approach with a survey method through the distribution of questionnaires to employees involved in public service activities. The data obtained was analyzed using descriptive statistical analysis to determine the level of effectiveness of employee performance in supporting the improvement of the quality of public services. The results of the study show that the effectiveness of human resource performance in improving public services in Deli Serdang Regency is in the good category. This can be seen from several indicators used in the research, namely work quality, work productivity, responsibility, responsiveness, and service orientation which show a high average value. The quality of employee work shows that employees are able to carry out their duties in accordance with the established operational standards. Employee work productivity is also at a good level, where employees are able to complete work effectively and efficiently. In addition, employees have a high level of responsibility in carrying out their duties and are able to respond to the needs of the community quite quickly. The orientation of employee service also shows a friendly, polite, and willing attitude to help the community in obtaining the services needed. Based on the results of the study, it can be concluded that the effectiveness of human resource performance has an important role in improving the quality of public services. Therefore, local governments need to continue to improve employee competencies through training, increased work discipline, and service system improvements so that public services can run more optimally and be able to meet community expectations.

Keywords: Human Resource Performance, Performance Effectiveness, Public Service, Employee Performance, Government Organization

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Introduction

Organizations, both business and public, make performance the main concern to achieve good performance. Human resource (HR) performance is the result of work achieved by individuals or groups in an organization in accordance with the tasks, responsibilities, and standards that have been set. Performance measurement is a critical instrument in assessing the extent to which organizational goals are achieved. The effectiveness of employee performance is an important factor to ensure maximum public services. This condition encourages the need for research to evaluate the effectiveness of employee performance and identify the factors that affect it. Government organizations are a form of non-profit organizations that aim to improve services to the general public in many ways. Government institutions carry out various forms of expenditure to finance activities carried out on the one hand and on the other hand this institution must make various efforts to obtain income, one of the efforts that the government can make in increasing income is by optimizing Regional Revenue (Rahayu & Ginting, 2017).

Public services are one of the main functions of the government in meeting the needs of the community. The quality of good public services reflects the level of performance of government apparatus in carrying out their duties and responsibilities. In the current era of bureaucratic reform, the public's demand for fast, transparent, accountable, and professional services is increasing. Therefore, local governments are required to improve the quality of human resources (HR) apparatus as the main driver in the implementation of effective public services. The importance of involving the community in the performance measurement process cannot be ignored. The active participation of the community is not only as an object of public service, but also as a partner in designing and assessing the programs implemented. An open and inclusive feedback mechanism can provide valuable insights into people's needs and expectations, ensuring that the services provided are in line with their actual needs.

Human resources are an important asset in public sector organizations. The success of a government organization in providing services to the community is greatly influenced by the performance of its employees. Effective human resource performance can be seen from the ability of employees to carry out their duties productively, efficiently, and be able to provide services in accordance with the standards that have been set. In local government, measuring the effectiveness of human resource performance is important to know the extent to which the apparatus is able to carry out service tasks to the community optimally. Performance measurement is one of the important instruments in the management of public sector organizations. Through performance measurement, organizations can assess the success rate of the implementation of programs and activities that have been carried out. According to the concept of performance management, performance measurement aims to determine the level of achievement of organizational goals and becomes the basis for decision-making for future performance improvement. Thus, measuring the effectiveness of human resource performance is an important part of efforts to improve the quality of public services.

Deli Serdang Regency as one of the regions that has a fairly high level of public service activity is required to be able to provide quality services to the community. The growth in population and the increasing need for government administrative services require local government officials to work professionally and effectively. However, in practice, there are still various problems in the implementation of public services such as slow service processes, lack of responsiveness of apparatus, and not optimal use of human resource competencies in serving the community. This condition shows that measuring the effectiveness of human resource performance needs to be carried out as an evaluation and improvement material in improving the quality of public services.

A number of previous studies have shown that the performance of human resources has a significant influence on the quality of public services. Research conducted by Sedarmayanti (2017), shows that increasing the competence and work effectiveness of government apparatus directly contributes to improving the quality of services to the community. The research emphasizes that the success of public services is greatly influenced by the ability of apparatus

to carry out their duties professionally. In addition, research conducted by Tjiptono (2014), states that the quality of public services is greatly influenced by the performance of individuals and organizations in providing responsive, fast, and appropriate services. The research emphasizes the importance of performance measurement as a tool to evaluate the quality of services provided to the community.

Another research conducted by Mahmudi (2015), regarding public sector performance management also shows that the effectiveness of government apparatus performance has an important role in increasing public satisfaction with public services. The results of the study revealed that public organizations that are able to measure and evaluate the performance of their employees systematically tend to have better service quality. A study conducted by Dwiyanto (2006), stated that bureaucratic reform in public services must be supported by improving the performance of apparatus oriented to the needs of the community. Without clear performance measurements, efforts to improve the quality of public services will be difficult to achieve optimally.

Based on these previous studies, it can be concluded that the effectiveness of human resource performance has a close relationship with the quality of public services. However, each region has different characteristics and problems in the implementation of public services. Therefore, research on measuring the effectiveness of human resource performance in improving public services in Deli Serdang Regency is important to be carried out. This research is expected to provide an overview of the level of effectiveness of the performance of local government apparatus and become a basis for formulating strategies to improve the quality of public services in the future.

Research Methodology

This research is a descriptive research with a qualitative method with a planned case study research design or embedded case study. The research subjects involved Public Service Employees in Deli Serdang Regency. The focus of the research is on the variables of the effectiveness of human resource performance and public services, especially in the implementation of public service activities to the community. The type of data used in this study consists of primary data and secondary data. Primary data was obtained through the distribution of questionnaires to respondents which aimed to find out employees' perceptions of the effectiveness of human resource performance in improving public services. Meanwhile, secondary data is obtained from various sources such as official local government documents, reports of related agencies, books, scientific journals, and other literature relevant to the research topic.

The population and sample of this study include actors involved in carrying out public service tasks and those who are the objects of receiving services. (Assyakurrohim et al., 2022) In data analysis, the approach used is an interactive model, chosen because it is considered most suitable for the planned qualitative research method applied in this study. This approach is expected to provide a deep understanding of the dynamics and interactions that occur in the performance of human resources in Deli Serdang Regency, in public service activities to the community. (Assyakurrohim et al., 2022). Through this research method, it is hoped that a clear picture can be obtained of the effectiveness of human resource performance in improving public services in Deli Serdang Regency and provide recommendations that can be used as a basis for improving the quality of government services to the community.

Results and Discussion

3.1 Quality of Employee Work

Work quality is the ability of employees to carry out tasks in accordance with established standards and produce accurate and appropriate work.

Table 1. Quality of Employee Work

Yes	Indicator	Average Score	Categories
1	Precision in getting the job done	4,10	Good
2	Conformity of work with operational standards	4,05	Good
3	Ability to get the job done meticulously	4,02	Good
Average		4,06	Good

Based on the results of the analysis in Table 1, it is known that the quality of work of employees in public service agencies in Deli Serdang Regency is in the good category with an average score of 4.06. This value shows that most employees are able to carry out their duties and responsibilities well in accordance with the standards set by the organization. The quality of employees' work can be seen from their ability to complete work precisely, thoroughly, and in accordance with applicable procedures.

The indicator of accuracy in completing work obtained an average score of 4.10, which shows that employees have good enough ability to complete the assigned tasks. This shows that employees are able to understand the tasks for which they are responsible and can carry out work with a relatively low error rate. In addition, employees are also able to complete work in accordance with the provisions that have been set by the organization.

In the indicator of work conformity with standard operating procedures (SOP), an average score of 4.05 was obtained which was included in the good category. This shows that the employee has carried out his duties in accordance with the applicable work rules and procedures. Compliance with SOPs is very important in the implementation of public services because it can ensure consistency, transparency, and accountability in the process of service to the community.

Meanwhile, the accuracy indicator in completing the work obtained an average score of 4.02 which was also in the good category. This shows that employees are quite meticulous in completing work so that they can minimize errors in the process of serving the community. Accuracy in work is one of the important factors that can improve the quality of public services, because errors in administration or service processes can cause public dissatisfaction.

The results of this study show that the quality of work of employees in public service agencies in Deli Serdang Regency is quite good. However, improving the quality of work still needs to be carried out through various efforts such as improving employee competence, job training, and more effective supervision. With the improvement of the quality of employee work, it is hoped that the public services provided to the community can be more optimal and able to meet the expectations of the community.

3.2 Work Productivity

Work productivity shows the ability of employees to complete work effectively and efficiently within a predetermined time.

Table 2. Employee Work Productivity

Yes	Indicator	Average Score	Categories
1	Ability to complete work on time	4,08	Good
2	Efficiency in completing tasks	4,01	Good
3	Ability to achieve work targets	3,98	Good
Average		4,02	Good

Based on the results of the analysis in Table 2, it is known that the work productivity of employees in providing public services is in the good category with an average score of 4.02.

This shows that employees have a good enough ability to complete work effectively and efficiently in accordance with the targets set by the organization.

The indicator of the ability to complete work on time obtained an average score of 4.08 which indicates that most employees are able to complete tasks according to the predetermined time. Punctuality in completing work is one of the important factors in public services because people expect a fast and uncomplicated service process.

In the efficiency indicator in completing tasks, an average score of 4.01 was obtained, which shows that employees are able to use the available time and resources quite effectively. Work efficiency reflects the ability of employees to make optimal use of organizational resources so that work can be completed properly without wasting time or effort.

Meanwhile, the indicator of the ability to achieve the work target obtained an average score of 3.98 which is also included in the good category. This shows that employees are quite capable of achieving the work targets that have been set by the organization. Work targets that are achieved well will have an impact on improving the overall performance of the organization.

The work productivity of employees in public services in Deli Serdang Regency is quite good. However, increasing work productivity still needs to be carried out through various efforts such as increasing work motivation, giving awards to outstanding employees, and improving a more effective and efficient work system.

3.3 Responsibilities of Employees

Employee responsibility reflects the employee's awareness and commitment in carrying out the tasks assigned by the organization.

Table 3. Responsibilities of Employees

Yes	Indicator	Average Score	Categories
1	Seriousness in carrying out duties	4,12	Good
2	Compliance with work rules	4,07	Good
3	Commitment to providing services	4,05	Good
Average		4,08	Good

Based on Table 3, it is known that the level of employee responsibility in carrying out public service duties is in the good category with an average score of 4.08. This shows that employees have a high level of awareness and commitment in carrying out the tasks for which they are responsible.

The indicator of seriousness in carrying out tasks obtained an average score of 4.12, which shows that employees have seriousness in carrying out the work given by the organization. Employees strive to carry out their duties well and strive to provide optimal service to the community.

In the indicator of compliance with work rules, an average score of 4.07 was obtained, which shows that employees are quite disciplined in complying with applicable work regulations and procedures. Compliance with work rules is one of the important factors in creating an orderly and well-organized work system in government organizations.

Meanwhile, the indicator of commitment in providing services obtained an average score of 4.05 which is also included in the good category. This shows that employees have a strong commitment to providing services to the community and trying to meet the needs of the community as best as possible.

The level of responsibility of employees in public services in Deli Serdang Regency is quite good. However, efforts to increase work responsibility still need to be carried out through improving work discipline, strengthening organizational culture, and implementing a more effective supervision system.

3.4 Employee Responsiveness

Responsiveness shows the ability of employees to respond to needs, complaints, and service requests from the community quickly and appropriately.

Table 4. Employee Responsiveness

Yes	Indicator	Average Score	Categories
1	Speed in serving the community	3,95	Good
2	Ability to provide clear information	4,00	Good
3	Alertness in responding to community complaints	3,92	Good
Average		3,96	Good

Based on the results of the analysis in Table 4, it is known that the level of responsiveness of employees in providing services to the community is in the good category with an average score of 3.96. Employee responsiveness is the ability of the apparatus to respond to the needs, requests, and complaints of the community quickly, precisely, and effectively. Responsiveness is one of the important aspects in public services because it is directly related to the level of public satisfaction with the services provided by the government.

The speed indicator in serving the community obtained an average value of 3.95 which shows that employees are quite capable of providing services quickly to the community. The speed of service is one of the factors that are very concerned by the community in obtaining public services. Fast and uncomplicated service will give a positive impression on the performance of government apparatus and increase public trust in government institutions. However, the results of this study also show that there are still some respondents who consider that the speed of service needs to be increased so that the service process can run more effectively and efficiently.

In the indicator of the ability to provide clear information to the public, an average score of 4.00 was obtained which was included in the good category. This shows that employees are quite capable of providing explanations about service procedures, administrative requirements, and other information needed by the community. The ability to provide clear information is very important in public services because it can help the public understand the service process that must be passed so that it can reduce errors or delays in the administrative process.

Meanwhile, the indicator of employee alertness in responding to public complaints obtained an average score of 3.92 which is also included in the good category. This shows that employees are quite responsive in responding to various complaints or problems submitted by the community related to the services provided. Responsiveness to public complaints is a form of responsibility of government officials in providing quality services. Through a quick response and the right solutions, the public will feel cared for and appreciated by the government as a public service provider.

The results of this study show that the responsiveness of employees in public services in Deli Serdang Regency is at a fairly good level. Employees in general are able to respond to the needs of the community quickly and provide the information needed clearly. However, increasing responsiveness still needs to be done so that public services can run more optimally. These improvement efforts can be carried out through improving employee competence, excellent service training, the use of information technology in the service system, and increasing coordination between employees in providing services to the community. With the increase in employee responsiveness, it is hoped that the quality of public services in Deli Serdang Regency can be improved and able to better meet the expectations of the community.

3.5 Service Orientation

Service orientation shows the attitude of employees in providing friendly, polite, and community-oriented services.

Table 5. Employee Service Orientation

Yes	Indicator	Average Score	Categories
1	Hospitality in serving the community	4,15	Good
2	Politeness in interacting with the community	4,12	Good
3	Willingness to help the community	4,10	Good
Average		4,12	Good

Based on the results of the analysis in Table 5, it is known that the service orientation of employees in providing services to the community is in the good category with an average score of 4.12. Service orientation is the attitude and behavior of employees in providing services that focus on the needs and satisfaction of the community as service users. In public services, service orientation reflects the commitment of government officials to provide services that are friendly, polite, and responsive to the needs of the community.

The indicator of friendliness in serving the community obtained an average score of 4.15, which shows that employees have a friendly attitude in providing services to the community. Friendliness in service is one of the important factors that can increase public satisfaction with services provided by government agencies. The friendly attitude shown by employees can create a comfortable service atmosphere and give a positive impression to the community who come to take care of various administrative needs.

In the indicator of politeness in interacting with the community, an average score of 4.12 was obtained which was included in the good category. This shows that employees have shown a polite attitude and respect for the community in the service process. Politeness in communication is a form of service ethics that must be possessed by every government apparatus. With a polite attitude in interacting, people will feel appreciated and have higher trust in government institutions as public service providers.

Meanwhile, the indicator of employees' willingness to help the community obtained an average score of 4.10 which was also in the good category. This shows that employees have a high enough willingness to help the community in solving various service needs. Willingness to help the community is a form of employee commitment in providing services oriented to community satisfaction. Employees not only carry out administrative tasks, but also try to provide solutions to problems faced by the community in the service process.

The results of this study show that the orientation of employee services in public service agencies in Deli Serdang Regency is at a good level. Employees in general have a friendly, polite, and willing service attitude and are willing to help the community in obtaining the services needed. However, efforts to improve service orientation still need to be carried out in a sustainable manner through fostering service attitudes, excellent service training, and strengthening a work culture oriented towards community satisfaction. With the increase in employee service orientation, it is hoped that the quality of public services in Deli Serdang Regency can be better and able to meet the expectations of the community optimally.

Conclusion

Based on the results of the research on measuring the effectiveness of human resource (HR) performance in improving public services in Deli Serdang Regency, it can be concluded

that in general, the performance of employees in providing services to the community is in the good category. This can be seen from the results of the analysis of several employee performance indicators which include work quality, work productivity, responsibility, responsiveness, and service orientation.

1. The quality of employees' work shows good results. Employees are able to carry out their duties in accordance with the standard operating procedures that have been set and are able to complete work fairly carefully and precisely. This shows that government apparatus has adequate capabilities in carrying out public service duties.
2. Employee work productivity is also in the good category. Employees are generally able to complete work on time and can achieve work targets that have been determined by the organization. This condition shows that employees are able to use the available time and resources effectively and efficiently in carrying out service tasks to the community.
3. The responsibility of employees in carrying out public service duties shows a fairly high level. Employees have a good commitment in carrying out their duties and comply with applicable work rules and procedures. This good work responsibility is one of the important factors in improving the performance of government organizations.
4. Employee responsiveness in providing services to the community is also in the good category. Employees are quite responsive in responding to the needs of the community and are able to provide clear information regarding the service process that must be carried out by the community. However, it is still necessary to increase the speed of services so that public services can run more optimally.
5. The orientation of employee service shows good results. Employees have a friendly, polite, and willing attitude to help the community in obtaining the services needed. This good service attitude shows that employees have an awareness that the community is a party that must be served optimally by government officials.

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