

Analysis of the Quality of Human Resources in Providing Public Services at the Nendali Village Office, Jayapura Regency

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ABSTRACT

This research aims to know, describe, and analyze the quality of human resources in the Nendali Village Office, East Sentani District, Jayapura. In this study, the researcher uses the Human Resource Quality Theory that has been adjusted and modified to meet the needs of the research. The researcher applies a qualitative approach because the object of this research involves the activities or actions of individuals or several office officers in carrying out their duties as public servants. Qualitative research methods are used to study the condition of objects naturally, in contrast to experiments, where the researcher plays the role of the main instrument. The data collection technique is carried out through triangulation (method combination), data analysis is inductive/qualitative, and the research results focus on interpretation. Based on the analysis of theories and findings in the field, it can be concluded that the quality of human resources at the Nendali Village Office, East Sentani District, has not fully met the expectations of the community, so improvements are still needed in the future.

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INTRODUCTION

Public services are one of the main indicators that are most visible in assessing government performance. The public can immediately evaluate the quality of the public services received, because this is the concern of many people and the impact is felt by all levels of society. Success in building professional, effective, and accountable public services will increase the government's positive image in the eyes of the public (Chen et al., 2021; Denhardt, 1988; Juran, 1995). As public service users, the public has needs and expectations for the performance of professional service providers. The government is responsible and has the authority to set minimum service standards. Therefore, the involvement of all parties, starting from the government as a regulator, state apparatus as an implementer, to the community as a supervisor of the running of public services in accordance with the provisions of the law, is very necessary. Thus, various public complaints conveyed through the mass media about poor public services can be immediately overcome and turned into community satisfaction.

The enactment of Law Number 23 of (2014) concerning local government, which replaced Law Number 32 of 2004, has provided a direction for changes in the administration of government. Each region is given authority and is expected to be able to increase independence, both in terms of finance and the quality of its human resources. Local governments must strive to continue to

improve the quality of apparatus resources in various fields, because the role of human resources is highly expected to improve organizational performance in providing excellent service to the community, who work together to achieve certain goals (Widarko & Anwarodin, 2022).

There is a problem with the factor of inadequate employees and lack of attention in self-development through channels such as education and training. This indicates that human resources in the organization need to be given optimal education and training, even as good as possible. Jayapura is a regency in Papua Province, located 101 kilometers from the city of Jayapura. East Sentani District has three villages, namely Sentani Kota, Hinekombe, and Dobonsolo. Based on this explanation, the author chose East Sentani District and focused on one village, namely Nendali Village. Nendali is one of the villages in the East Sentani District, Jayapura Regency, Papua Province, Indonesia. In Nendali Village, there are several problems and inhibiting factors that cause activities between the community and the village to be rarely seen. In Nendali Village, there are several inhibiting factors, namely: lack of workers, the existence of structural positions filled by contract workers to replace permanent employees, so that the duties and functions of the position are taken over by other workers, village office officers are often not in place, unpreparedness and ignorance of some officers in operating computer equipment, lack of information media both on social media and directly, the low education of workers at the Nendali Village Office, as well as the majority of the community, most of whom are fishermen, thus hindering activities between the community and the village.

Along with the authority of regional autonomy, each agency is required to maintain it so that it continues to run according to expectations. Every leader must know the most appropriate way to empower their employees or employees, while still trying to maintain the quality of existing human resources. With reliable and qualified human resources, it is hoped that all work can be completed as expected. In public organizations, which are often seen as government agencies, have a mission and vision, namely providing services to citizens, providing protection of a sense of security, and realizing social welfare and justice. This can only be realized if the organizational structure and human resources are adequate.

The village office, as a government agency that plays a role as a development implementer at the lowest level, urgently needs to improve the quality of human resources. This is important so that in carrying out its duties and functions to provide services to the community optimally. So, the problem that occurs in Nendali Village is the low motivation of employees to develop themselves through efforts to improve their abilities and skills, so that they seem satisfied with their work skills that are not optimal. There are still many employees who cannot use computers at work. Lack of innovation and creativity of employees in carrying out work, often relying on certain people, there is no equal opportunity for all employees to carry out certain tasks, and there are employees who leave the place for personal interests during working hours.

The Village Head often comes to the office late and the Village Secretary is difficult to meet for people who want to meet for the first time, because they are often not on time to be in the office. People who have business with the Village Head and Village Secretary prefer to meet at home because they have more free time at home than at the village office. Based on these problems, the researcher is interested in conducting research related to "Analysis of the Quality of Human Resources in Providing Public Services (Research Study at the Nendali Village Office, East Sentani District, Jayapura Regency, Papua)".

The purpose of this study is to analyze the quality of human resources in providing public services at the Nendali Village Office, East Sentani District, Jayapura Regency, Papua. Human resources are one of the most important aspects of an agency. Human resources are individuals who work to move an organization and become an asset that must be developed. According to

William R. Tracey (1998) in *The Human Resources Glossarium of The Balance Careers*, HR is defined as people who staff and operate an organization or company. Bohlander and Snell (2012) define HR as the science of how to empower employees in a company, organize work and work groups, develop employee capabilities, identify approaches to improve performance, and reward efforts. According to Mathis and Jackson (2006, p. 3), HR is a design of various formal systems in an organization to ensure the effective and efficient use of human skills to achieve organizational goals according to wishes. Meanwhile, Budi Supriyatno (2019, p. 312) defines human resources as human beings in organizations, both in government and the private sector.

According to Budi Supriyatno (2024), the quality of human resources is the good or bad of humans/employees in carrying out their work, which can be measured from the ability, skills, and work results achieved in carrying out the tasks given. The quality of human resources is a determining factor for success in public services, because the quality of the work produced is highly dependent on the competence and performance of the individuals who work in it.

The definition of public service has been defined by many experts. What is proposed to understand the meaning of public service in its entirety is as follows: According to Lewis & Gilman (2005, p. 22), defining public service is public trust. Citizens hope that public services can serve with honesty and proper management of income sources and can be accounted for to the public. Fair and accountable public services generate public trust. Public service ethics are needed as a pillar and public trust as the basis for realizing a good government. According to Roth (1926, p. 1) (Susanto & Rahayu, 2021), Public service is defined as a service that is available to the public in general or in particular, such as museums. However, public trust is the core of public service. According to Budi Supriyatno (2024), public services are services carried out by the government to its people. Meanwhile, the definition according to Law Number 25 of 2009 concerning Public Services is an activity or series of activities in order to meet the needs of services in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers.

The term "goods, services, and administrative services" in the explanation section is seen as clear, but in fact what is meant by "goods" is not goods that can be traded by humans in daily life, but public goods that are provided by the government. The implementation of public services in Indonesia is supervised by an independent institution that is free from executive influence, namely the Ombudsman of the Republic of Indonesia (ORI). The authority of the Ombudsman in supervising the implementation of public services is explained in Article 1 of Law Number 37 of 2008, which states that the Ombudsman is a state institution authorized to supervise the implementation of public services, both those organized by state and government administrators, including those organized by SOEs, BUMDs, and BHMNs, as well as private entities or individuals who are given the task of providing certain public services with partial or all of their funds sourced from the State Budget and/or Regional Budget. Based on this view, public services are not only limited to providing services, but must also provide satisfaction to the people served. In addition, public services must be based on and supported by applicable laws or regulations, so that they can be a reference in their implementation.

Unlike prior research that predominantly focuses on urban settings, this study explores the specific challenges of public service delivery in a remote village office. It examines how factors such as low staff motivation, inadequate training, and technological illiteracy hinder service quality. By addressing these issues, the research contributes to the development of tailored strategies for improving human resource quality in decentralized governance settings.

This research is significant in the context of Indonesia's decentralized governance system, where local governments are expected to manage their resources effectively. The findings are

expected to provide actionable insights for policymakers and practitioners in improving the quality of human resources and, consequently, public services. Specifically, the study aims to analyze the current state of human resource quality at the Nendali Village Office, identify key challenges, and propose practical solutions for enhancing service delivery.

Research Methods

This study uses a descriptive qualitative approach to obtain an overview of the quality of human resources in Nendali Village, East Sentani District, Jayapura Regency, with a focus on the knowledge, skills, and abilities of the apparatus in providing services to the community. The descriptive qualitative approach, as described by Supriyatno (2024) in the *International Journal of Research and Innovation in Social Science*, is a method of collecting data from various sources, including interviews, observations, and documents. Thus, the authors in this study use a descriptive qualitative method that includes data collection through interviews, observations, and document analysis.

After data collection, the next step is data analysis. In this context, the data was analyzed using a descriptive qualitative method with the aim of systematically describing and summarizing the information obtained. Through this method, researchers can study the quality characteristics of human resources in providing services. This method involves collecting data from various sources such as feedback from public service users and analyzing documents such as government policies and public service performance reports. By using a descriptive qualitative approach in data collection, this study can provide a comprehensive overview of the quality of human resources in providing public services at the village government level. Finally, this research is expected to provide a deep understanding of the effectiveness and efficiency of services provided to the community at the Nendali Village Office, East Sentani District, Jayapura Regency.

Results and Discussion

The main problem in human resource management in Nendali Village is the lack of attention to employee development through education and training. This shows that employees in this organization need optimal education and training so that their professionalism increases. Jayapura Regency, located in Papua Province, is 101 kilometers from Jayapura City and has East Sentani District consisting of three villages: Sentani Kota, Hinekombe, and Dobonsolo. Based on this explanation, the research was focused on Nendali Village in East Sentani District.

In Nendali Village, there are various problems and obstacles that cause a lack of activity between the community and the village. The inhibiting factors in Nendali Village include the lack of workers, the existence of structural positions filled by contract workers, village officials who are often absent, unpreparedness and ignorance in operating computer equipment, and the lack of information media and worker education. In addition, the majority of the people in this village are fishermen, which is also an obstacle in activities between the community and the village. With regional autonomy, each agency is expected to continue to function as expected. Therefore, every leader must know the most appropriate way to empower their employees while maintaining the quality of existing human resources. Reliable and quality Human Resources (HR) are expected to be able to complete all work as expected. Public organizations, which are often seen as government agencies, have a mission and vision to provide services to citizens, provide protection, and realize social welfare and justice. This can only be realized if the organizational structure and human resources are adequate.

Village offices, as government agencies that play a role in the implementation of development at the lowest level, urgently need to improve the quality of human resources to

provide optimal services to the community. The main problem in Nendali Village is the low motivation of employees to develop themselves through the improvement of abilities and skills. Employees tend to be satisfied with their work skills that are not optimal, many cannot use computers at work, and lack of innovation and creativity in carrying out their duties. Dependence on certain individuals, uneven provision of opportunities by village heads, and employees who often leave the workplace for personal interests are also obstacles. Village heads and village secretaries are often late to the office, making people prefer to meet them at home rather than at the village office.

Based on these problems, the researcher is interested in conducting research on "Analysis of the Quality of Human Resources in Providing Public Services (Research Study at the Nendali Village Office, East Sentani District, Jayapura Regency, Papua)".

1. Quality of Human Resources

The quality of human resources at the Nendali Village Office in providing public services has included all the results of interviews with informants. Based on the results of the research from the problem formulation and analysis, the researcher found that the conditions in the field, as revealed by the informants, showed that the quality of human resources (HR) at the Nendali Village Office was still low. The shortage of village officials further emphasizes that the quality of human resources in this office is still inadequate, as can be seen from the simplicity of the services provided and the variety of employee quality. In the view of the researcher and based on the theory of experts in the field of human resource quality, the quality of human resources at the Nendali Village Office is far from the expected standard.

2. Quality Inhibitors

The factors that hinder the quality of human resources in the Nendali Village Office based on the results of the study include several aspects. In the context of public services, researchers found that one of the main obstacles is the lack of discipline among village apparatus. Absenteeism and unpunctuality in carrying out duties have become a major problem in recent years. This should be overcome by changing behavior in carrying out duties and functions as village apparatus, guided by the principle of sincere and orderly public service, so as to minimize delays in service to the community.

- a. Shortcomings in the delivery of written information on information boards, such as public service opening schedules, break times, and closing hours, have resulted in confusion among the public. Based on the researcher's observations, the condition of the village office that is not neatly arranged with tables, chairs, and cabinets that are piled up also adds to the confusion for people who want to deal with the village office. In addition, the uncertainty of village office operating hours makes people confused about when is the right time to come to the village office.
- b. The lack of awareness of some village officials regarding their duties and functions as public servants, as revealed in the results of the interview.

3. Implications and Recommendations

Based on a deep understanding of these inhibiting factors, the implementation of strategic improvement measures can improve the quality of public services at the Nendali Village Office. Some recommendations that can be considered include:

- a. **Strengthening Discipline:** It is necessary to carry out intensive coaching on the discipline of village officials, including the formulation of clear policies regarding attendance and punctuality during working hours.

- b. Preparation of an Effective Information System: It is necessary to improve the delivery of information through written media that is more structured and easily accessible to the public, such as clear and informative information boards.
- c. HR Training and Development: Training and competency development programs need to be strengthened to increase employee awareness and skills in providing quality services to the community.
- d. Leadership Optimization: Village heads need to be more proactive in providing guidance and motivation to all village officials, as well as ensuring that an effective management system is implemented to overcome existing obstacles (Deming & Orsini, 2012).

By implementing these measures, it is hoped that the Nendali Village Office can overcome challenges in improving the quality of human resources and providing better and responsive public services to the community as a whole.

Conclusion

This research \ reveals the condition of the quality of human resources (HR) at the Nendali Village Office and the factors that hinder public services at that level. Based on the analysis of the results of interviews and field observations, it was concluded that the main problem is the quality of human resources at the Nendali Village Office which is still far from the expected standard. This study highlights the shortcomings in the number and quality of village officials, which affect the ability of village offices to provide effective public services. This condition reflects simplicity in the field of service and the inability to meet the expected quality standards, both from the perspective of researchers and existing theories in the field of human resource management. The quality of human resources that are considered appropriate and not in accordance with theory and society can be seen in several indicators, such as Intellectual Quality (Knowledge and Skills), where most of the village officials have been fulfilled but there is still a dependence on village officials with contract employee status with better computerization skills, which should be handled with a clear division of tasks; and Education, although not all village officials have a higher education background, the experience and training they have gained allows them to complete their obligations, but there are still mistakes that result in delays in the process of service to the community. The factors that hinder the quality of human resources found in this study include lack of training, adequate facilities, and suboptimal coordination between village officials.

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