

Human Resources Development in the Context of Improving Service Quality at the West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province

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Abstract

This study aims to analyze the development of human resources (HR) in improving the quality of public services at the West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province. The research uses a qualitative descriptive approach with data collection techniques through observation, interviews, and documentation. The research informants amounted to nine people who were selected using purposive sampling techniques, consisting of elements of leaders, employees, and service recipients. Data analysis was carried out using the Miles and Huberman interactive model which includes data reduction, data presentation, and conclusion drawn. The results of the study show that human resource development through continuous training and coaching plays an important role in improving the competence of apparatus, especially in mastering digital-based service technology. The quality of public services at the West Sebatik Sub-district Office is considered good, which is shown by the attitude of the apparatus who are professional, responsive, friendly, and able to provide clear service information to the community. The use of information technology and social media also supports the effectiveness of services. However, there is still a discrepancy between the educational background of employees and the positions they occupy, so it requires more targeted competency development. The level of public satisfaction with services is very good, as evidenced by the value of the Community Satisfaction Survey (SKM) which continues to increase from 90.83 in 2024 to 90.94 in 2025. Thus, sustainable human resource development has been proven to make a positive contribution to improving the quality of public services in border areas.

INTRODUCTION

Human resource development is one of the important factors in improving the quality of public services in the government environment. State civil servants are required to have adequate abilities, skills, and competencies in order to be able to carry out their duties professionally, effectively, and responsively to the needs of the community. In the era of technological development and increasingly complex public service demands, human resource development through training is a need that cannot be ignored. Training is a strategic effort to improve the knowledge, technical skills, attitudes, and professionalism of employees in order to be able to provide quality services to the community.

The West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province as one of the government agencies that deals directly with the community has an important role in the implementation of public services. Sub-districts as regional apparatus are required to be able to provide government administrative services quickly, precisely, and transparently. Therefore, the quality of the human resources of the apparatus is one of the determinants of the success of the services provided to the community. Apparatus who have good competence and skills will be able to carry out their duties optimally so that public services can run according to the expectations of the community.

However, in the implementation of government duties at the West Sebatik Sub-district Office, there are still various challenges related to human resource development, especially in the aspect of employee training. The development of digital-based administration systems and the use of various service applications require officials to continue to improve their skills and knowledge. Without continuous training, employees will have difficulty adjusting to changes in the increasingly modern work system. This condition can have an impact on less than optimal services to the community.

Based on the results of initial observations and interviews with several employees at the West Sebatik Sub-district Office, it is known that training is still needed to improve the ability of the apparatus to carry out service duties. One of the employees stated that currently there are many applications and administrative systems that must be understood by employees, so continuous coaching and training are needed so that employees do not experience difficulties at work. The statement shows that human resource development through training has an important role in improving the quality of service at the West Sebatik Sub-district Office.

According to Puspa ratna sari, a resident of Binalawan village, she said that:

"There are challenges in population administration services, where the completeness of data is often an obstacle so that another alternative must go to CAPIL (Civil Registry) to make an ID card or other administration". (Puspa ratna sari, Interview December 10, 2025).

In facing these challenges, it is necessary to increase the capacity of human resources that are planned, directed, and sustainable. This includes increasing the capacity of the apparatus through education and training, structuring a merit-based recruitment and promotion system, and creating a work environment that supports performance improvement. With optimal human resource development, it is hoped that public services at the West Sebatik Sub-district Office can increase significantly both in terms of efficiency, effectiveness, and community satisfaction.

A number of previous studies have discussed the relationship between human resource development and the quality of public services in various local government agencies, such as at the sub-district, village, and sub-district levels. For example, research on human resource development in sub-district offices shows that improving the competence of apparatus through education and training plays a role in increasing the effectiveness of services to the community. However, the results of the study also show that the human resource development carried out has not been fully able to meet the expected success indicators.

Nonetheless, most of the existing research still has some limitations. First, previous research generally only assessed human resource development in general, such as through education and training of apparatus, without analyzing in more depth how the human resource development strategy is implemented contextually in improving the quality of public services. Second, some research focuses more on measuring service quality or apparatus competencies separately, so that the relationship between human resource conditions, human resource development strategies, and its impact on service quality has not been comprehensively studied.

In addition, most of the previous research was conducted on government agencies in urban areas or relatively developed areas, while studies on human resource development at the sub-

district level in border areas or remote areas are still relatively limited. In fact, border areas have different characteristics, both in terms of the availability of human resources, access to education and training, and the complexity of services to the community. This condition has the potential to affect the effectiveness of human resource development in improving the quality of public services.

Based on this description, it can be concluded that there is still a research gap related to studies that specifically analyze the condition of human resources, the human resource development strategies applied, and effective human resource development models in improving the quality of public services at the sub-district level, especially in border areas such as West Sebatik District, Nunukan Regency. Therefore, this research is important to be carried out to provide a more comprehensive understanding of the development of human resources of the apparatus in an effort to improve the quality of public services at the sub-district government level.

Through this study, the author wants to examine the development of appropriate human resources in order to improve the quality of public services at the West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province. This research is expected to contribute to the formulation of better human resource management policies in border areas and become a reference for other sub-districts with similar characteristics.

METHODS

This study uses a qualitative approach. Qualitative Descriptive Research is research that intends to understand the phenomena of what the research subject experiences, such as behavior, perception, motivation, actions and others. The reason for choosing the descriptive method is to gain a deep understanding of phenomena, experiences, and meanings from a non-manipulative point of view, suitable for initial exploration, understanding complex contexts, and the purpose of research is to explain an event in detail and factual, rather than measuring statistical relationships. qualitatively: Holistically and by way of descriptions in the form of words and language in a natural special context and by utilizing a variety of scientific methods. With this method, the researcher wants to examine data on human resource development strategies in order to improve the quality of services at the West Sebatik sub-district office, Nunukan Regency, North Kalimantan Province. Through data collection, observations in the field then describe the findings in written form.

This research took place at the West Sebatik sub-district office, Nunukan district, North Kalimantan Province. This location is the author's place with the consideration that this place makes it easier for the author to obtain accurate data and information about the extent of the HR Development strategy in the context of improving service quality. In addition, the author also made initial observations which became an attraction to conduct research which has special characteristics and problems that are worth researching. The author's great hope is that this

research will be a solution to the existing problems. At the West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province.

The informants in this study were selected using the purposive sampling, namely the determination of informants based on certain considerations in accordance with the purpose of the research (Scott, 2021). The informant was chosen because they were considered to have knowledge, experience, and direct involvement in the implementation of the human resource development strategy (HR) and the quality of service at the West Sebatik Sub-district Office. Of the total 38 existing employees, this study involved 9 informants consisting of key informants and supporting informants, namely 1 Sub-district Secretary, 1 Head of the General and Personnel Subdivision, 1 Head of the Government and Public Service Section, 1 General and Personnel Staff, 1 Government and Public Service staff, and 4 residents from West Sebatik District who were service recipients. The informant was chosen because he was considered able to provide relevant and in-depth information related to the focus of the research.

The data collection techniques in this study were carried out through observation, interviews, and documentation. Observation is used to directly observe activities and conditions related to human resource development (HR) and service quality at the West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province. In-depth interviews were conducted with the selected informants using purposive sampling techniques to obtain comprehensive information about human resource development strategies in improving service quality. In addition, documentation is used as a source of supporting data obtained from various documents, archives, reports, and administrative data relevant to the research. The combination of the three techniques aims to obtain complete, accurate, and consistent data in accordance with the research focus.

The data analysis in this study uses the Miles and Huberman interactive model which includes three stages, namely data reduction, data presentation, and drawing conclusions or verification. Data reduction is carried out by selecting, focusing, and simplifying the data obtained from interviews, observations, and documentation so that it is in accordance with the focus of the research. Furthermore, the data that has been reduced is presented systematically in the form of a narrative description to make it easier for researchers to understand and interpret research findings. The last stage is drawing conclusions and verification, which is the process of interpreting the meaning of the data that has been collected and ensuring the correctness of the findings through

continuous checking. Through these stages, a comprehensive overview of the human resource development strategy (HR) was obtained in order to improve the quality of services at the West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province.

The validity of the data in this study is carried out to ensure that the data obtained has a level of validity and credibility that can be scientifically accounted for. Data validity tests refer to the criteria of credibility, transferability, dependability, and confirmability (Scott, 2007). To increase the credibility of the data, the researcher applied source triangulation, technique triangulation, and time triangulation, as well as conducting member checks on informants to ensure the suitability of the information provided. In addition, transferability is carried out through the detailed and systematic presentation of data, dependability through consistent tracing of the entire research process, and confirmability through testing the suitability between the data, the research process, and the results obtained. Thus, the research findings are expected to be trustworthy, objective, and in accordance with the actual conditions in the field.

RESULTS AND DISCUSSION

Human Resources Development in the Context of Improving Service Quality at the West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province

Human Resource Development (HR) is a way, steps or methods in carrying out an activity that is carried out by all interested people to achieve the desired goals. In this case, human resource development is very important to be applied in all things and in a government agency, especially in improving services to the community. The human resource development referred to in this study is all plans and efforts that will be made by all ranks in achieving certain goals to improve the quality of service at the West Sebatik sub-district office, Nunukan district, North Kalimantan Province. Because human resource development is a strategy or a process to determine the direction that must be taken in order to achieve all the missions that will be pursued.

Based on the results of an interview with Mr. Syaiful Anwar, S.Psi as the head of general and personnel at the West Sebatik Sub-district office of Nunukan regency, North Kalimantan Province, he stated that: "If I have an administrative training on procurement materials and it is carried out every year by the Nunukan district government".

Service development training at the West Sebatik Sub-district Office is an effort made to improve the ability, skills, and professionalism of apparatus in providing public services to the community. This training aims to enable employees to understand the duties and functions of the service effectively, quickly, precisely, and in accordance with the service standards that have been set.

1. Training or Coaching to Improve Service Quality

The implementation of the training is focused on improving the competence of the apparatus, both in the aspects of administration, service communication, the use of technology, and understanding of government regulations. Through this training, employees are expected to be able to provide friendly, responsive, transparent, and accountable services so that they can increase public satisfaction with the quality of service at the sub-district office. Mrs. Hardiana as her general and government staff stated that: "I have participated in training, and still very much need training, because currently there are many applications that must be known, because without coaching there will be difficulties".

In addition, service development training is also a means to build work discipline, bureaucratic ethics, cooperative skills, and the responsibilities of apparatus in carrying out public service duties. With the sustainable development of human resource capacity, the quality of service at the West Sebatik Sub-district Office can improve optimally and be able to respond to the needs of the community that continues to grow.

Based on the interview with Mrs. Hasna as a resident of Setabu village, she stated that: "the employees of the sub-district office have worked professionally and have given me an explanation that I can understand and understand, they are friendly in welcome/serve." He also stated that: "I am quite satisfied with the service provided by the West Sebatik sub-district office, because when I need an explanation there about how to make an ID card, they give an explanation and steps (procedures) that I have to do".

The findings of the interview with the research informant found that based on the results of the interview with Mrs. Hardiana as a general and government staff, it was found that the development of apparatus competencies through training is still needed in supporting the implementation of public services at the West Sebatik Sub-district Office. His statement showed that although employees have undergone some training, the need for coaching and capacity building is still needed, especially in the mastery of technology and various service applications that continue to develop. This condition indicates that the development of a digital-based administration system requires the apparatus to continue to improve technical capabilities so as not to experience difficulties in carrying out service tasks to the community.

These findings show that training not only serves to improve employees' work skills, but is also a strategic effort in strengthening the professionalism of the apparatus. With continuous training and coaching, employees can adapt more quickly to changes in service systems, understand work procedures more effectively, and be able to provide more precise, fast, and accurate services to the community. In addition, service development also plays an important role in shaping work discipline, bureaucratic ethics, communication skills, cooperation, and a sense of responsibility of the apparatus in carrying out public service duties.

The findings were strengthened by the statement of Mrs. Hasna as the people of Setabu Village who said that the employees of the West Sebatik Sub-district Office had worked professionally, friendly, and were able to provide explanations that were easy to understand by the community. This statement shows that the communication skills of the apparatus in providing services have run well and reflect the quality of service oriented towards community satisfaction.

In addition, community satisfaction can also be seen from Mrs. Hasna's explanation of the KTP making service, where employees are able to provide clear information regarding procedures and steps that must be taken. These findings indicate that the apparatus has a good enough understanding of service procedures and is able to convey information communicatively to the public. The friendly, responsive, and informative attitude shown by employees is one of the important factors in creating quality public services.

The service of the West Sebatik sub-district office of Nunukan Regency, North Kalimantan Province is a reflection of the appearance and work of sub-district employees. If the service to the community is satisfactory, it indicates that the performance is good. On the other hand, if the service provided is not satisfactory, then the West Sebatik sub-district office, Nunukan Regency, North Kalimantan Province, has a poor quality of service, because if the service is good, then the sub-district office gets good appreciation from the community. To get good appreciation from the community, the West Sebatik sub-district office of Nunukan Regency, North Kalimantan Province must have human resource development to improve the quality of good service to the community. Therefore, to provide satisfaction with community services, the West Sebatik sub-district office, Nunukan Regency, North Kalimantan Province seeks to meet the dimensions of public service quality consisting of:

1. Tangible Dimensions (Physical evidence)

The tangible dimension (physical evidence) is the appearance of physical facilities, equipment, personnel, communication media and also refers to the cleanliness of the service place. To provide satisfaction in service to the community, the West Sebatik sub-district office, Nunukan Regency, North Kalimantan Province pays great attention and strives to meet this dimension. The indicators in fulfilling this dimension are:

a. Comfort of the place to do service

The comfort of a place in the service process is very important for service users. In addition, the place of service also greatly affects the quality of service. The West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province as a service provider for the community must provide a comfortable place for people who come, from providing enough space so that service users do not feel cramped in the room, then providing seats that are adapted to the existing room. In addition to seats, air conditioning such as air conditioning is also needed for the comfort of service users. If the day has started at noon, then usually the room will be hotter, especially if people are queuing to wait. Mr. Saifuddin as a resident of Liang Bunyu village stated that: "Alhamdulillah, we have made progress, especially in terms of better performance and the environment. Some things that are lacking have been fulfilled from every year there are changes". Apart from that, Mr. Saifuddin also said that: "the ability of the employees is extraordinary, and also the totality in their work is maximum in service to the community, as soon as they come to the sub-district office, it is calm, calm and safe".

b. Community discipline and assessment

The discipline of human resources (HR) at the West Sebatik Sub-district Office is one of the important elements in supporting the effectiveness of the implementation of government

duties and improving the quality of public services. Work discipline reflects the level of compliance of the apparatus with regulations, rules, working hours, and responsibilities in carrying out duties and functions as public servants. The application of apparatus discipline at the West Sebatik Sub-district Office can be seen through employees' compliance with attendance, timeliness of service, completion of work according to procedures, and professional attitude in providing services to the community. Apparatus that has good work discipline will be able to create an orderly, effective, and conducive work atmosphere so that public services can run optimally. Mr. Syaiful Anwar, S.Psi as the head of the general and government subdivision stated that: "the community assessment index is 90.88, because we have a community assessment questionnaire and there is real evidence that I can be responsible for". The statement was also strengthened by Mrs. Kamilia, a resident of Binalawan Village, she stated that: "I am satisfied with the service provided by the sub-district office employees, because in the bureaucratic and administrative process that I carry out can be carried out easily with the help of sub-district office employees, with the service of service openness is so good welcoming to residents who come, they are responsive to the community. The service provided is better than before. There have been significant changes both in terms of document services and the provision of information to the public. There is rapid development. Because some time has passed, information can only be known if you go to the sub-district office, if now because of social media, so they also provide information through social media".

Human resource discipline also affects the quality of services provided to the community. Disciplined employees tend to be more responsible, responsive, and consistent in completing service tasks. On the other hand, low work discipline can hinder the service process, reduce work productivity, and affect the level of public trust in government agencies. In an effort to improve the discipline of the apparatus, it is necessary to supervise, coach, and implement clear and consistent work rules. In addition, providing motivation, leadership examples, and developing a professional work culture are important factors in building employee discipline in a sustainable manner.

The findings of interviews with research informants found that the quality of service at the West Sebatik Sub-district Office has improved quite well. This is evidenced by the value of the Community Satisfaction Index (IKM) of 90.88 as conveyed by Mr. Syaiful Anwar, S.Psi as the Head of General and Government Sub-Division. The assessment was obtained through a community service questionnaire that has evidence and assessment data that can be accounted for.

The findings were strengthened by the statement of Mrs. Kamilia as the people of Binalawan Village who stated that services at the sub-district office are currently considered easier, responsive, open, and friendly than before. The community feels significant changes, especially in administrative management, information delivery, and employee attitudes in serving the community. In addition, the use of social media by the sub-district is considered to help the community in obtaining service information more quickly and easily without having to come directly to the sub-district office.

Overall, the results of the interviews show that the improvement of service quality at the West Sebatik Sub-district Office is influenced by the responsiveness of the apparatus, the openness of services, and the use of information technology that supports easy access to services for the community.

2. Background of human resources education West Sebatik sub-district office, Nunukan Regency, North Kalimantan Province

The background of human resource education (HR) at the West Sebatik Sub-district Office is one of the important factors that affect the quality of the implementation of government duties and public services. The level of education of the apparatus has a close relationship with the ability of employees to understand regulations, carry out government administration, operate service technology, and provide effective services to the community.

In general, the apparatus at the West Sebatik Sub-district Office has a diverse educational background, ranging from secondary education to higher education. The diversity of education levels has an influence on work ability, communication patterns, understanding of duties, and the ability to solve public service problems. Employees who have a higher level of education tend to have analytical skills, administrative mastery, and adaptation to better service system changes. However, differences in educational backgrounds can also be a challenge in the implementation of public services, especially if they are not supported by continuous training and competency development. These conditions can affect work effectiveness, service quality, and the ability of the apparatus to face increasingly complex and dynamic societal demands.

Based on the results of an interview with Mr. Syaiful Anwar, S.Psi as the head of general and government subdivision, he said that: "the position is not in accordance with the educational background of employees, one of which is in the financial sector, the educational background is a fisheries bachelor and the average employee is not linear with his education". Apart from that, Mr. Totok Suprpto as the Secretary of the sub-district (Sekcam) said that: "In the field of human resource education services, some graduated from S1, D3 and some were high school. Of course, in the HR service section who are assigned to operate computers and technology because of electronics, computers and PC-based services and they can already master 80% and above in operating word applications. Although the West Sebatik sub-district office is outside the heart of Nunukan district, in contrast to Nunukan sub-district which is located in the city of Nunukan, but the window of understanding is more or less like the sub-district in Nunukan city. Because the human resources on Sebatik Island are rather knowledgeable because the average education starting from high school and above, of course, 40% of the knowledge about computers has received training at school or taken computer courses, other guidance training or there are those provided by the local government such as BLK, from where they get knowledge about electronics".

Therefore, improving the quality of human resources through formal education, technical training, job guidance, and competency development is an important thing to do. The development aims to create a professional, competent, and capable apparatus that is able to provide optimal public services according to the principles of effectiveness, efficiency,

transparency, and accountability.

The findings of interviews with research informants that the educational background of the HR of the West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province, can be found that the conditions show that there is a discrepancy between the educational background of the employee and the position or field of work occupied. This was conveyed by Mr. Syaiful Anwar, S.Psi as the Head of General and Government Sub-division who explained that some employees were placed in positions that were not linear with their disciplines. One example is in the financial sector which is filled by employees with a bachelor's degree in fisheries education. This condition shows that the placement of employees has not fully considered the suitability of academic competencies with the duties and functions of the position.

These findings indicate that the process of placing human resources in sub-district offices is still more in line with organizational needs than employee education specializations. These inconsistencies have the potential to affect work effectiveness, technical capabilities of employees, and the quality of administrative services if not supported by adequate training and competency development. However, based on the results of an interview with Mr. Totok Suprpto as the Secretary of the Sub-district, it is known that human resources in the service sector have quite diverse levels of education, ranging from high school, diploma (D3), to Bachelor (S1). However, the placement of employees in the service section has considered operational capabilities, especially in the use of computers and electronic-based service technology. Employees in charge of the service sector are considered to be able to operate computer applications, such as Microsoft Word and digital-based service systems, with a fairly good level of mastery.

In addition, the results of the interviews also showed that even though the West Sebatik Sub-district Office is located in a border area and relatively far from the center of the Nunukan Regency government, the ability of the apparatus to understand service technology is not much different from the apparatus in the urban area of Nunukan Regency. This shows the ability of human resources to adapt to the development of technology-based service systems, so that public services can continue to run effectively.

Overall, the findings of the interviews show that the condition of human resources at the West Sebatik Sub-district Office has advantages in the ability to adapt to service technology, but still faces challenges in the aspect of suitability of educational background with the position occupied. Therefore, efforts are needed to develop competencies, training, and arrangement of employee placement so that the quality of public services can be more optimal.

3. Community satisfaction with the services provided

Community satisfaction with the services provided by the West Sebatik Sub-district Office, Nunukan Regency, North Kalimantan Province is one of the important indicators in assessing the quality of public service delivery at the sub-district level. Community satisfaction can be interpreted as the level of community assessment of the services received based on their expectations, needs, and experiences when obtaining administrative services and other government services.

Good service will create a sense of satisfaction among the community if the service is carried out quickly, precisely, friendly, transparent, and in accordance with applicable procedures. In the context of services at the West Sebatik Sub-district Office, community satisfaction can be seen from the ability of the sub-district apparatus to provide population administration services, correspondence, recommendations, and various forms of public services effectively and efficiently.

Community satisfaction is also influenced by several important aspects, such as employee discipline, human resource competence, attitude and behavior of apparatus, service facilities and infrastructure, and clarity of information provided to the community. If the apparatus is able to provide responsive and professional services, the level of trust and satisfaction of the public in government agencies will increase.

Based on the results of an interview with Mrs. Debby Purwati as a resident of Liang Bunyu Village, she said that: "I feel satisfied, I have done business at the sub-district office and they serve professionally, and the service is better than before. There is development. And they have explained the procedure well as well."

Mrs. Debby's statement was also strengthened by the results of the community satisfaction index (IKM) assessment survey through questionnaires. The assessment is carried out 2 times a year or every semester. Based on the results of community assessments through service satisfaction surveys, the West Sebatik Sub-district Office shows that the achievement of public service implementation at the West Sebatik Sub-district Office generally reflects a good level of quality in 2024 in the first semester with an SKM score of 90.83. In the second semester, the SKM score was 90.86. Then the implementation of public services at the West Sebatik District Office in the first semester of 2025 has a score of 90.91. and in the second semester it has a score of 90.94.

The findings in this study are based on the results of the community satisfaction survey (SKM), the implementation of public services at the West Sebatik Sub-district Office shows excellent achievements and has increased consistently from 2024 to 2025. In the first semester of 2024, the SKM score was recorded at 90.83 and increased in the second semester to 90.86. Furthermore, in 2025 the SKM score will increase again to 90.91 and in the second semester it will reach 90.94.

These results show that the quality of public services provided by the West Sebatik Sub-district Office is in the very good category, because the SKM score is above the public service assessment standard. The gradual increase in the SKM score every semester indicates that there are efforts to improve and develop services carried out in a sustainable manner by the sub-district apparatus. This reflects that the community as service recipients are satisfied with the aspects of service provided, both in terms of service speed, attitude of the apparatus, ease of procedures, and comfort in obtaining administrative services.

In addition, the increase in SKM achievements from year to year also shows that the West Sebatik Sub-district Office is able to maintain the consistency of the quality of public services in the midst of increasingly high public demands. This condition can be an indicator that the

management of human resources, apparatus discipline, and the service system implemented has been running effectively in supporting the creation of responsive and community-oriented services. This can be seen from the existence of a high Community Satisfaction Index (IKM), which shows that most people are satisfied with the services provided. The high level of satisfaction reflects that the public services carried out have met the expectations of the community, both in terms of service quality, process speed, and friendliness of employees in serving.

In addition, community satisfaction is proof that efforts to develop human resources and improve the quality of services carried out by the West Sebatik Sub-district Office have had a positive impact on the organization's performance. With community satisfaction, the relationship between the sub-district government and the community can be well established, so that it can support the creation of effective, transparent, and public service-oriented governance.

CONCLUSION

1. Professional and communicative service Employees at the West Sebatik Sub-district Office are considered to work professionally, friendly, and able to provide clear and easy-to-understand explanations by the public regarding service procedures, such as making ID cards. This is reflected in the statements of Mrs. Hasna and Mrs. Debby Purwati who are satisfied with the services provided.
2. High employee discipline and responsibility Apparatus work discipline is a key factor in improving service quality. The community's assessment index of services reached a high score (90.88), which shows that the community gives a good appreciation value for employee discipline and performance.
3. The existence of continuous improvement in service quality The community recognizes that there are significant progress and changes in service quality every year, both in terms of document service and information provision. This condition shows that there is a real effort from the apparatus to continue to improve the quality of public services.
4. The use of information technology to support services The use of social media and digital technology-based service systems has helped accelerate and facilitate public access to information and administrative services, so that services become more effective and efficient. This shows the adaptation of human resources in the face of technological developments.
1. Responsive and friendly attitude of the apparatus The friendly, responsive, and informative attitude of employees is an important factor that increases public satisfaction with public services. This strengthens the quality of service oriented to the needs and satisfaction of the community.

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