

Apparatus Resource Development and Its Impact on Public Services at the Government of Sidoarjo Regency East Java Province

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Abstract

Apparatus Resource Development is done to improve one of its functions as a public servant. The importance of the apparatus resource development is because the apparatus is the subject in all government activities and the agents of government administration. The apparatus resource development with regard to the development of knowledge and skills, as well as the utilization of the knowledge and skills for the benefit of the achievement of organizational goals, including for the improvement of the public services quality. The results of this qualitative research concluded that improvement of the public services quality occurs when apparatus resource development has been done correctly and precisely through education and training.

Keyword: Apparatus Resource Development, Public Services, Education and Training Program

1. Introduction

Public service is related to the role and functions of government should be run. The role and function are intended in addition to protect also meet the basic needs of the wider community in order to realize the public welfare (Rashid, 1997).

In theory The New Public Service, which was introduced by Denhart and Denhart, (2003), mentioned that one of the tasks of public administration is to serve the citizens, not the customer (citizen serve, not customers). In the New Model of Public Service, public services based on the theory of democracy teach the equality rights or egalitarian position among all citizens. Public interest is formulated as a result of the dialogue between the various kinds of values that exist and thrive in the community, and not defined by the political elite. Public bureaucracy that provides public services should be accountable to the whole society.

To improve the quality of the public service and to reduce the high economic costs, increase efficiency, productivity and effectiveness, the local government apparatus resource development is an absolute requirement which must be fulfilled by Indonesia to survive and thrive and won a total competition in the increasingly competitive global era as it is today.

The development is an attempt to improve technical skills, theoretical, conceptual and moral of employees in accordance with the needs of the job / position through education and training program (Hasibuan, 2008: 68). Thus, the apparatus performance improvement is necessary for Apparatus Resource Development, which goal is to achieve organizational goals. Apparatus Resource Development is urgent because through this development, apparatus will increase in terms of knowledge skills, attitudes, and behavior.

Nowadays, education and training program is more directed at improving the ability of planners, implementers and monitoring and controller development apparatus. Therefore, the existence of apparatus as apparatus resources needs to be reviewed in terms of quality and quantity. The state apparatus is also a driving factor or driving force for the organization in the process of achieving its goal, as presented Musanef, (1997: 24) that the success of the process of achieving organizational goals that have been set very depending on the apparatuses which lead and carry out the tasks and work of activities in the relevant business so required for the activities to be carried out.

Therefore, the Government of Sidoarjo regency, especially the Regent, as the leader of the regional government have attempted to create a professional Civil Servants by changing the viewpoint of civil servants asked to be served by the people, now it is they who must provide services to the people.

Based on the discussion above, therefore the problem statement were given as follows:

- a. How is the effort of the Government of Sidoarjo regency on Apparatus Resource Development, which includes strategy, implementation, steps, stages, forms / types, and scale of the apparatus development priority setting program in order to improve the quality of public services?
- b. How is The Apparatus Resource Development model in order to improve the quality of public services?
- c. How is the impact of the development of the Government's Apparatus Resource Sidoarjo regency that includes service strategy and forms of services provided and given to people that can be reviewed from (1) tangibles, (2) reliability, (3) responsiveness, (4) assurance, and (5) empathy in order to improve the quality of public services?

2. Literature Review

2.1. Apparatus Resource Development

Development is an attempt to improve the technical skills, theoretical, conceptual and moral of employees in accordance with the needs of the job / position through education and training.

In accordance with opinion above, Widya, (1986: 193) said that: "development is a process or development that includes the rules. Understanding begins with establishing, cultivating, and maintaining growth and also is accompanied by efforts of repairment, improvement, and eventually developing it".

At the macro level development of human resources is a process of improving the quality or the ability of a human being in order to achieve the development goals of the nation, while at the micro level is a process of education and training plans as well as power management or employees to achieve optimum results.

One method that is widely used for the development of human resources (apparatus) is through education and training program. Through training program, individual capacities are expected can be increased, both conceptually and in terms of mastery of the technical work (competences skills). According to Hersey and Blanchard, (1995: 187), apparatus resource development aims to prepare employees to have the maturity in the job or task and psychiatric or psychological maturity. Maturity in work (job's maturity) associated with the person's ability to perform in a particular job that was his job; while the maturity of psychological (psychological maturity) associated with the maturity of a person in terms of willingness or motivation to do something.

2.2. Public Service

In the Indonesian context, the use of the term public service (public service) is considered to have the same meaning to the term common service or community service. In Dictionary of Indonesian Language, definition of service stated that "service is an effort to help prepare the (care of) what it takes others. Meanwhile, the definition of service in Oxford, (2000) is defined as "a system that provides something that the public needs, organized by the government or a private company". Therefore, the service serves as a system that provides what the community needs.

While the term public, which is derived from the English language (public), there is some sense of meaning that have variations in the Indonesian language, which is common, community, and country. Public in general terms or communities can be found in terms of initial public offering (public offerings), public ownership (public property), and public utilities (public company), public relations (public relations), public service (public service), public interest (public interest) etc. While in terms of the country, one of which is public authorities (state authorities), public building (state building), public revenue (revenue) and public sector (state sector). In this case, the term public service to reconcile the public closer to the society or general sense. However, public understanding inherent in public service is not fully congruent with the understanding of society. (Nurcholish, 2005: 178) provide an understanding of the public as a number of people who have similar thinking, feeling, expectations, attitudes and actions are right and good based on the values of their norms.

2.3. Research Framework

The conception of apparatus resource development is seen from the empowerment strategy, development method and target of apparatus resource development. In contrast to the development of human resources, which is more general, empowering apparatus has clear objectives which civil servants or temporary employees who work in government agencies, both at central and regional levels.

Strategies to increase the apparatus competence should not be seen as a partial but holistically. All of these elements need to be managed through the system making, implementation of the system consistently, and continuous improvement of the existing system, in order to generate professional apparatus resources. In this context, two domains need to be administered systematically so that performance can be optimized. The first includes training coaching strategy done by The National Institute of Public Administration, while the second is the implementation of the training strategy done by accredited training institution.

Article 26 of Government Regulation 101/2000 outlined at least eight (8) coaching strategies that must be implemented by the Institute of Public Administration as training coaches, which are through the development of guidelines for training, guidance in the development of training programs, guidance in training, standardization and accreditation, development of training information systems, supervision and implementation of the training program and lecturers, and the provision of technical assistance through consultancy, guidance in the workplace, training and evaluation of development cooperation. If these eight strategies are applied then the quality of education and training program can be guaranteed. If crystallized, the eighth strategies reflect the application of the principles of Total Quality Management, which contains three main components, namely the establishment of quality standards (quality standards), implementation of best quality assurance (quality assurance), and implementation of quality control (quality control).

Meanwhile, A. Parasuraman, Valarie A. Zeithami, and Leonard L. Berry (in LAN 2006: 24 1) developed the indicators of service quality that consist of five dimensions according to what consumers said. The

indicator has thrived in the era of the Service Quality (SERVQUAL) that explains how the service is presented and able to meet the desires or customer satisfaction. The fifth dimensions include:

- a. Tangibles (quality of service in the form of physical infrastructure)
- b. Reliability (ability and reliability to provide a reliable service).
- c. Responsiveness (willingness to help and provide services quickly and accurately, as well as responsive to the consumer desires).
- d. Assurance (ability and friendliness and courtesy of employees in ensuring consumer trust).
- e. Empathy (employees' assertiveness but attentive to consumers).

Servqual fifth dimension is more widely used in the business world, but has been adopted by public service providers, particularly government institution to improve service quality while basing on regulations of PAN Ministerial Decree No. 25, 2004. These regulations define the public service is all service activities undertaken by public service providers as an effort to meet the needs of service recipients, as well as in the implementation of the provisions of the legislation.

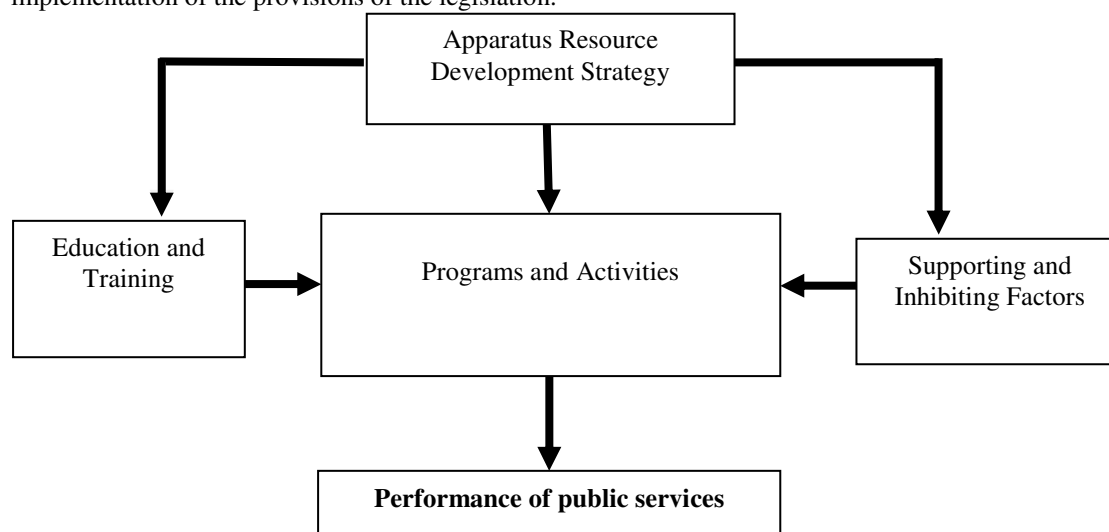


Figure 1. Research Framework

Apparatus Resource Development Strategy and Public Services in Sidoarjo regency government bureaucracy is directed to one purpose, namely, dig up as much information about the programs and activities that have been implemented in the Sidoarjo regency government apparatus resources development.

The program and activities include: the whole process of education and training carried out in different levels and types, trainee selection strategies, financing strategies, and so forth which are intended to the success of apparatus development efforts. With the existence of these programs, it can improve the quality of apparatus resources, so as to improve the performance of public services.

3. Methods of Research

This type of research is descriptive with qualitative approach, data sources namely: key informants, events and documents. The use of qualitative research methods was directed at describing and analyzing apparatus resource development strategy and its impact on public services in Sidoarjo regency government East Java.

Data collection methods in this study through interview, observation and documentation. The process of data analysis in this study adopted the Miles and Hubberman ideas (1984), that basically includes three grooves activity after the data collection process, ie: reduction of data (data reduction), presentation of data (data display) and conclusion or verification (conclusion drawing verification) . However, the data analysis was not done partially and stand-alone but was done continuously and integrated during and after the process of data collection was done at the sites.

4. Result of the Research and Discussion

4.1. Apparatus Resource Development Efforts

Policies that have been conducted by the Government of Sidoarjo Regency in apparatus resource (Civil Servant) development in Sidoarjo, which embodies the professional and proportional which is oriented in excellent service quality Civil Service, with reference to the budget that has been adapted to the work program and activities that have been programmed.

The apparatus resource development through the implementation of hierarchical arrangements of education and training e.g. Pre Positions Leadership Training and Exercise, which is funded from The Regional

Government Budget of Sidoarjo Regency. Leadership training curriculum is still performed by the central government with a new pattern, which is one of the activities of the participants required to conduct research in the workplace, then had to explain in front of test team and speakers regarding the results of studies conducted in each work unit. Furthermore, the resources person who come from the direct supervisor of civil servants who follow Leadership training give their opinion and the Board of Education and Training of East Java Province give examination for the participants.

Leadership Training new pattern that has been implemented in the Sidoarjo district is the term IN, ON, IN, ON. It means that leadership-training participants in training for 9 days, then returned to the Regional Government Agency (RGA) for 5 days to find the data, and then back to training again for 6 days to submit the results of data mining. Then return to RGA again for 2 months. After in RGA for 2 months, then the participant do the exam on Sidoarjo regency leadership training with the examiner from the Board of Education and Training of East Java Province and the resource persons from direct supervisor of civil servant leadership training participants referred. Output of education and leadership training that has seen or had done one of them is making a smart home in flats, which aims to fill the children's spare time and increase knowledge. And another example is the Head of Puskesmas made inroads distinguish poly for elderly patients and general patients.

Training intended for structural officials also applied for employees (Civil Servant Candidates/ CPNS). Training for civil servant candidates' positions not only enacted Pre Official Exercise (LPJ) with 12 material, in the Sidoarjo Regency also conducted briefing for 4 days by involving the military. Resource development apparatus is intended to improve cognitive, affective and psychomotor. Due to some changes in both internal and external Sidoarjo regency government, education and training also needs to be done for civil servants to comply with the basic tasks and functions of the organization in their respective Regional Government Agency (RGA). Development carried out by the Government of Sidoarjo Regency is an effort to improve technical ability, theoretical ability, and conceptual ability and improve the moral of civil servants in the scope of Sidoarjo regency government in accordance with the needs of the job / position through education and training.

Human resources development program in the form of training, education and training, courses, seminars should be planned and conducted in-depth research so that participants can implement the education and training and practice. Human resources development in each RGA depends on human resources development program undertaken by the Government of Sidoarjo Regency.

Improvement process of quality and ability of of civil servants in Sidoarjo is done in order to achieve a goal Nation-building in general and development of Sidoarjo Regency in particular. Quality improvement process of civil servants include development of planning and management of civil servants in Sidoarjo. In microanalysis, development of civil servants is a process of education planning, training and management of civil servants in order to achieve an optimal result. Thus, apparatus resource development strategy adopted by the Government of Sidoarjo Regency is a way to achieve long-term goals, with a unified, broad and integrated plan, which is linking strategic advantage with the environmental challenges that are designed to ensure that the main objective can be achieved through appropriate implementation.

Implementation of resource development apparatus that has been done in Sidoarjo was optimally aimed to improve the mindset of civil servants in performing duties which can lead to accountable execution of tasks. Implementation of apparatus resource development has been done by the Government of Sidoarjo regency in order to perform public service improvement through education and leadership training with a new pattern in the hope of a result to increase excellent service in accordance to the duties by designing changes projects and implementing it.

Work experience, education and training of civil servants as well as the basic skills of civil servants in Sidoarjo showed a positive connection because it contributes to the improvement of public services. Development of education and training of civil servants in Sidoarjo should no longer emphasis on structural education and training, which tends to make the employees' orientation to get a structural position. Education and training should be directed to improve the expertise and skills of employees in order to support the implementation of the tasks of civil servants, especially at Regency of Sidoarjo in the future.

Steps of apparatus resource development that has been done by the Government of Sidoarjo regency in order to improve public services, namely: (1). Preparation of programming and coordination in the field of education and structural training and technical; (2). Development of guidelines in accordance with the applicable guidelines; (3). Preparation of training material pre-positions, service examination, etc.; (4). Provision of education and training and coordination; (5). Monitoring and Evaluation, and analysis of the education and training needs.

4.2. Recommended Model of apparatus resource development in order to improve the quality of public services.

There is a weakness in the empirical model of apparatus resource development, which has not been able to measure the effects of education and training for participants / Civil servants in the public service. Regional Civil

Service Agency does not received any reports from the Regional Work Unit (SKPD), there is no evaluation of the success of the education and training. Moreover, training participants / Civil servants are not received a certificate but only a course certificate.

Therefore, the researcher recommends a model of apparatus resource development, which is named: Model of apparatus resources development in order to improve the quality of public services. It is, in fact, the condition of the field associated with the service development that the Regional Civil Service Agency as the trustees of civil servant should improve the quality of officials structural and the quality of functional officials optimally. While the service which is technically the improvement of human resources carried out by Regional Government Agency, for example Agency For The Assessment And Application Of Technology, Regional Hospitals, Department of Revenue, Finance and Asset Management and so on. The model of human resource development in improving the quality of public services was done by implementing education and training, as well as structural education and training or technical and functional education and training. And an evaluation of the civil servants who have participated in education and training program. The main control in the control of public services are in Regional Secretariat at Organizational Section. This model further ensure the certainty of settlement of problems in the field of improvement of public services. (see Figure 2)

4.3. The impact of apparatus resource development conducted by the Government of Sidoarjo Regency

The impact of apparatus resource development conducted by the Government of Sidoarjo Regency can be seen from the service strategy, which generally bring positive impact that is visible from improvement of the quality and quantity of services. In addition, supported by Regional Work Unit waskat in implementing the appropriate service duties, service strategy for the development of apparatus resources depends on civil servants in implementing / executing their respective duties. Service strategy depends on each Regional Government Agency duties in accordance with their competence. Service strategy for the development of apparatus resources depends on civil servants in implementing / executing their respective duties.

The impact of apparatus resource development conducted by the Government of Sidoarjo Regency can be seen from the service strategy and the forms of services provided and given to the public. The relevance of resource development apparatus with improved quality of public services can be seen from the five dimensions of service quality, namely: direct evidence (tangibles), which in the form of the physical facilities has been fulfilled in accordance with the needs. In terms of reliability, especially the ability to provide the promised immediately, that the reliability quality of service has been carried out according to regulations and in accordance to SOPs set. In terms of responsiveness, which is the employees desire to assist customers and provide service, or in other words, do not let the users of services in uncertain conditions; In general, it has been implemented optimally in accordance each of Regional Work Units duties, in addition, the service users / services can give complaints / suggestions in the suggestion box /procurement that has been provided. In terms of guarantees (insurance), includes knowledge, guarantee of the service quality to make service users / services know their rights and obligations has been socialized with the provision of leaflets, flowcard services, service standards, etc. which must be complied with in order to get a good service. The relevance of apparatus resource development is good and in accordance to civil servants each duties. In general, the relevance of Operatur development by improving the quality is good. Civil Servants already understand each duties. In terms of attention (empathy), which includes convenience in the relationship, in general, the services can be done easily by the availability of front office, signs, information officer and services through IT.

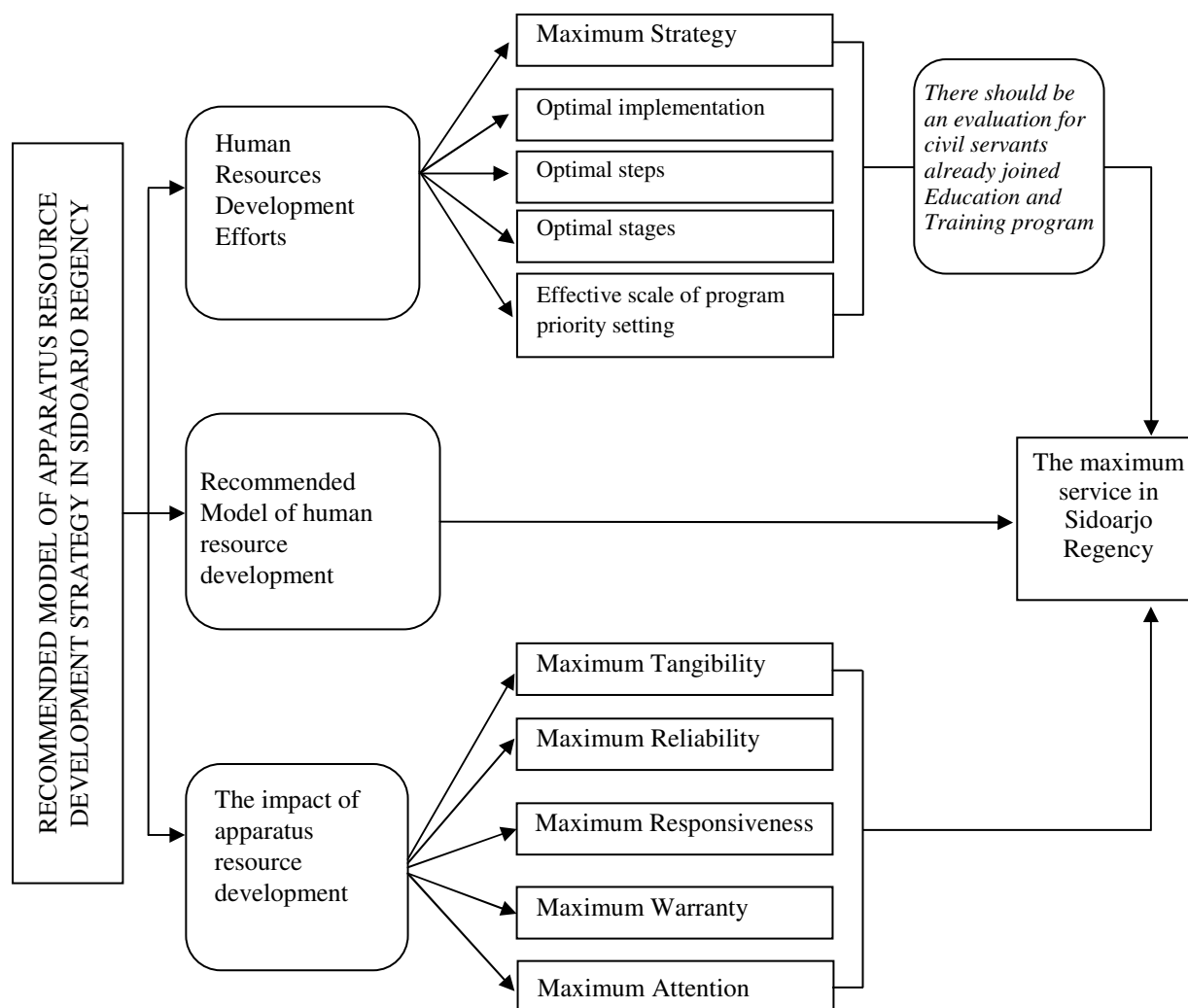


Figure 2. Recommended Model of apparatus resource development in order to Improve the quality of public services

6. Conclusion

Apparatus Resource Development efforts that have been conducted by the Government of Sidoarjo Regency embodies professional and proportional excellent service quality oriented Civil Servants. The apparatus resource development was implemented through structural education and training.

Model of apparatus resource development in order to improve the quality of public services are expected can be evaluated measurably, thus improving the quality services can be implemented optimally.

The impact of apparatus resource development carried out by the Government of Sidoarjo Regency from the service strategy generally bring positive impact which is visible from the improvement of quality and quantity of services .

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Term Used

- Badan Pengkajian dan Penerapan Teknologi (BPPT) = Agency for The Assessment and Application of Technology
- Dinas Pendapatan Pengelolaan Keuangan dan Asset (DPPKA)= Department of Revenue, Finance and Asset Management
- Pegawai Negeri Sipil (PNS) = Civil Servant
- Sekretariat Daerah = Regional Secretariat
- Satuan Kerja Perangkat Daerah (SKPD) = Regional Government Agency
- Lembaga Administrasi Negara = The National Institute of Public Administration
- APBD = The Regional Government Budget
- Badan Pendidikan dan Pelatihan = Board of Education and Training

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