

## THE ROLE OF HUMAN RESOURCE CAPACITY IN IMPROVING PUBLIC SERVICES

by

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### Abstrak

*Peningkatan kapasitas adalah upaya yang dimaksudkan untuk mengembangkan suatu ragam strategi meningkatkan efisiensi, efektivitas, dan responsif. Di mana upaya peningkatan kapasitas berupa kepatutan usaha yang dilakukan demi hasil yang diinginkan dan kemampuan untuk maksud tersebut. Dalam pengembangan kapasitas (Capacity Building) yang dikaitkan dengan pelayanan publik, dapat diketahui untuk meningkatkan kualitas pelayanan pada masyarakat. Kewajiban aparatur pemerintah sebagai abdi masyarakat adalah memberikan pelayanan prima kepada masyarakat. Semua dimensi peningkatan kemampuan dikembangkan sebagai strategi untuk mewujudkan nilai-nilai “good governance”.*

**Kata kunci:** *pengembangan kapasitas, pelayanan publik, aparatur pemerintah, good governance*

### Abstract

Capacity building is an effort intended to develop a variety of strategies to improve efficiency, effectiveness and responsiveness. The effort to increase the capacity is done in the form of business appropriateness carried out for the desired results and abilities. Capacity building that is associated with public services can be seen to improve the quality of service to the community. The obligation of government officials as public servants is to provide excellent service to the public. All dimensions of capacity building are developed as a strategy to realize the values of “good governance”.

**Keywords:** capacity Building, public service, government officials, good governance.

## INTRODUCTION

Capacity building is defined an effort that is intended to develop a variety of strategies in improving the usability, effectiveness, and responses to government performance. Capacity building is used to improve the ability of an individual, an organization or a

system to achieve the intended goals, in terms of time and resources, business appropriateness and responses; specifically, how to synchronize needs and abilities. Work ability of employees is a fundamental factor that needs to be owned by each employee. Employees who have good work abilities will make the employee different or stand out from

employees who have average or ordinary abilities. Intelligence is one of the factors that shape a person's ability, based on the level of education, which in the next stage has been able or optimal in carrying out work responsibilities. In addition, when viewed from the aspect of work experience, intelligence has also supported the work ability of these employees. Civil servants as state apparatuses have very important roles and functions in providing services to the community. To carry out these important roles and functions, every employee needs to have a high work ability, is skilled, has good abilities and attitudes. Moreover, employees also need to be able to carry out missions, visions, duties and functions of the organization, as well as organization's operational activities which become their responsibility, which have the same aim to provide optimal service to the community. For this reason, efforts need to be made to improve the capacity of the state apparatus to create a qualified, efficient and professional civil servant apparatuses. This is done to provide excellent service to the community. *Excellent service* is a translation of the term "*pelayanan prima* (Indonesian language)" which means excellent service or best service (*pelayanan* = service, *prima* = excellent/best). The service is called as best service because it is in accordance with the service standards that are valid or owned by the agency that provides services. Service is classified as very good or best service if it is able to satisfy the parties served.

## **Theoretical Framework**

### **1. Capacity Development**

Milen, (2006: 12) states that capacity is the ability of individuals,

organizations or systems to carry out functions as they should be in an efficient, effective and continuous manner. Therefore, it can be concluded that Capacity Building is a process so that individuals, organizations and communities develop their ability to improve functions to solve problems. According to Merilee S. Grindle (1977: 6-22) "capacity building is intended to encompass a variety of strategies that have to do with increasing the efficiency, effectiveness, and responsiveness of government performance". Meanwhile, capacity building is defined by Brown (2001: 25) as a process that can enhance the ability of an individual, an organization or a system to achieve the intended goals. Capacity building is also defined as an effort to help the government, community or individuals in developing the skills and abilities needed to realize their goals. Capacity building programs are often designed to strengthen the ability to evaluate the policy choices and carry out decisions that are made effectively. In a broader sense, which is used in community development, capacity is not only related to individual skills and abilities, but also to the ability of the organization to achieve its mission effectively and the ability to sustain itself in the long run.

According to Soeprapto (2003: 12), significant factors that influence capacity building include 4 (four) main factors, as follows:

#### **a. Collective Commitments**

Capacity building takes a long time and requires long-term commitment from all parties involved. Commitment is not only for the holders of power, but also includes all components within the organization. The influence of joint commitments is very large, because these factors form the basis of all the

design activities and objectives to be achieved together.

b. Conducive Leadership

A process of influencing others, specifically from leaders to subordinates to achieve organizational goals. Conducive leadership is dynamic leadership that opens wide opportunities for every element of the organization that can carry out a capacity building. With conducive leadership like this, it will become a trigger for Regulatory Reform.

c. Institutional Reform

Institutional reform basically points to a work culture that supports capacity building. The structure and institutional culture must be well managed and become an important and conducive aspect in supporting the capacity building program.

d. Increased Strengths And Weaknesses Possessed

Employees or individuals from the organization must be able to understand and express the weaknesses and strengths of an organization in order to identify the strengths and weaknesses of an organization so that a good capacity program can be prepared. After that, these weaknesses can be quickly corrected and the strength possessed is maintained.

Based on the opinion of Brown (2001: 25), Capacity Building is focused on: 1. The ability of labor; 2. Technological capacity in the form of organization or institution; and 3. The ability of "capital" such as resources, facilities and infrastructure. There are three dimensions needed to improve capabilities, namely: 1. Individuals 2. Organizations 3. Networks. Efforts to develop individual and organizational capabilities are the main keys to

improving performance (Mentz, 1997), but the presence of network dimensions is also important, because individuals and organizations can learn to develop their abilities through this dimension. In addition, networks facilitate individuals to interact with other individuals and organizations with the environment.

## 2. Public Services

According to Shepherd and Wilcox in Saefullah (1999), public is defined as the whole community, individuals, citizenship, responsibilities, and benefits. In relation to government, the term "general" or "public" implies the meaning of "general public", so that public interest is defined as the interests of the wider community, as stated by Moenir (2002: 15) which defines public interest as a form of interest involving many people or society, not contrary to the norm and rules, the interests of which are based on the needs of many people or the community. According to Mahmudi (2005: 229), public services are all service activities carried out by public service providers and statutory provision implementors. Gonroos in Sutopo, (2003: 15) classifies services into three kinds of category, as follows:

a. Core service

Is a service offered to customers, which is the main product.

b. Facilitating service

Is an additional service facility to customers. For example, the front office service at the hotel.

c. Supporting service

Is an additional service or supporting service to increase service value or to differentiate from services from competitors. For example, hotels and restaurants in one hotel.

## DISCUSSION

Human resource development can be seen as a strategy to improve efficiency

and effectiveness and maintain moral values and work ethics. Institutional development is an important strategy so that a government institution is able to: 1) develop a strategic plan so that the organization has a clear vision; 2) formulate policy by taking into account the values of efficiency, effectiveness, transparency, responsiveness, justice, participation, and sustainability; 3) design organizations to ensure efficiency and effectiveness, a more appropriate level of decentralization and autonomy, and 4) carry out managerial tasks to be more efficient, effective, flexible, adaptive and more developed. And the development of work networks, for example, is a strategy to increase the ability to work together or collaborate with other parties.

Capacity Building for Human Resources refers to the concept proposed by Grindle (1997: 13), that in the dimensions of human resource development, initiatives to develop human resources generally seek to increase the capacity of individuals to carry out their professional and technical responsibilities. Furthermore, the dimension of human resource development focuses on the availability of professional and technical personnel including training, working conditions, payroll systems, and recruitment. The definition of human resource development proposed by Grindle refers to the same meaning as human resource management, so that these four aspects will be discussed in more depth using human resource management theory as stated by Dessler (2003: 5), that human resource management is the process of obtaining, training, assessing and compensating employees, paying attention to their work relationship, health, security and justice issues. Apparatus resources are something that an employee has, it is the ability owned

by employees to do the work that has been charged to them. Apparatus resources are an important factor to improve the performance of a government. For this reason, apparatus resources need to be managed through the provision of education and training implemented by the government. The use of the terms of education and training in an institution is usually incorporated into training. Education in an institution is a process of developing capabilities in the direction desired by the organization concerned. On the other hand, training is part of an educational process whose purpose is to improve the abilities or special skills of a person or group of people. Employee ability is developed through the development of human resources apparatus which puts emphasize on humans as a tool and the ultimate goal of development. In the short term, it can be interpreted as developing education and training to meet the needs of technical staff, leadership, and administrative staff as soon as possible. The ability of employees is required to be able to support their work in serving the administration, where the management of the tasks of state administration that is increasingly extensive and complicated requires people's ability and willingness to assume responsibility for directing their own behavior. At least there are three skills that every employee needs to have, so that the management process, including bureaucracy can take place rationally, effectively, and efficiently. These three skills are technical skills, humanitarian skills, and work skills. Therefore, in addition to being driven by strong abilities and encouraging someone who is adequate, optimal performance of employees is also supported by a conducive environment. Work ability is absolutely necessary

because of the ability of employees so that organizational goals can be achieved. Motivation is a desire in a person that causes the person to take action. The desire of employees to work better arises due to factors from within themselves (intrinsic factors) and external factors (extrinsic factors). The desire to work moves employees to achieve organizational goals. When leaders give motivation to employees, or when the motivation arises from the employees themselves, it will be able to help employees to achieve maximum performance, maximum organizational performance and organizational goals.

For this reason, efforts need to be made to improve the capacity of the state apparatus to create a qualified, efficient and professional civil servant apparatuses. This is done to provide excellent service to the community. This is also in line with the changes that occur as a result of development and as a result of external changes at regional and global levels. In addition, the general trend in economic change also gave rise to demands regarding the need for civil servants who are more professional, skilled, open-minded and oriented to community service.

## CONCLUSION

Work discipline is a constructive process of development for employees who have an interest because work discipline is shown in action rather than the person. Discipline also has a function as a training process for employees so that employees can develop self-control and to be more effective at work. Therefore, the disciplinary action should also have positive goals, be it for educative or correction purposes, not negative actions that bring down the employees or subordinates, even though it is intended as disciplinary actions to

improve the effectiveness of daily tasks and relationships in the future that do not punish past activities. The behavior shown by each employee reflects to what extent the employee is consistent and consistently follows and adheres to or violates the norms and rules that apply in government organizations.

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