The Impact of Human Resource Development and Organizational Culture on The Quality of Public Service

Ellys Rachman
Universitas Bina Taruna Gorontalo, Indonesia

Abstract

Public organizations stand as vital conduits through which government services are delivered to communities, aiming to significantly improve their well-being and welfare. This study adopts a qualitative research framework, specifically leveraging a descriptive methodology to explore the functioning of the Education and Training Personnel Agency along with the Civil Registry Office in Gorontalo City. By focusing on these entities, the investigation delves into the broader population of public service institutions in the city. A mix of data collection techniques, including interviews, questionnaires, and the review of pertinent documents, was utilized to gather insights. The findings reveal a pronounced influence of human resource development on the quality of public services in Gorontalo City, suggesting that investments in education and training of personnel are likely to yield improvements in service quality. Additionally, the study highlights the significant role of organizational culture in shaping the quality of public services, indicating that a positive corporate culture is instrumental in enhancing public service delivery. Together, these insights underscore the critical interplay between human resource development and organizational culture in elevating the standard of public services in Gorontalo City.

Keywords: human resource, organizational culture, public service, Gorontalo, Indonesia

1. Introduction

Public organizations serve as essential platforms through which the government delivers services aimed at enhancing the community's quality of life and welfare to the highest degree possible. This role, underscored by Law No. 25 of 2009 on Public Services, places a spotlight on the government's obligations and responsibilities in service provision. As we navigate through the complexities of the industrial era 4.0, public entities are confronted with significant challenges, including the necessity to compete with private sectors in service delivery and the imperative for employees to adeptly manage online-based systems to ensure efficient and effective service provision. Despite these requirements, research by various experts indicates that public organizations are still struggling to meet the demands of the industrial era 4.0, primarily due to inadequate human resource capacity and prevailing organizational cultures (Inanlou & Ahn, 2017).

Human resources within these organizations are pivotal in driving the successful execution of activities aimed at achieving organizational objectives. The realization of these goals is heavily contingent on the availability of skilled and quality personnel, highlighting the critical need for ongoing human resource development (Burack, 1991; Harrison & Bazzy, 2017; Schneider, 1988). Such development is not only about enhancing the workforce's capabilities but also about ensuring that human resources are aligned with the organization's vision and mission through planned and continuous improvement efforts (Aycan et al., 1999). This encompasses learning opportunities tailored for employees, focusing on both the quantitative and qualitative aspects of human resource development, including the number of personnel

and the enhancement of their skills and competencies. Education and training (ET) programs, encompassing leadership and technical training, are fundamental in this context.

Observations within the service-oriented offices in Gorontalo City, which served as the study's locus, revealed that ET is predominantly focused on leadership training conducted annually and targeted at positioned employees to elucidate their roles and responsibilities comprehensively. However, this approach overlooks the necessity of equipping frontline employees, who interact with the public daily, with the requisite education and training. This gap in training contributes to suboptimal service delivery, as employees lack the necessary techniques and approaches for effective public service. Furthermore, a prevailing attitude among employees suggests a perception of the community being in need of them, rather than a service-oriented mindset, leading to an indifferent approach to service provision. Yet, according to Law No. 25 of 2009, public service employees are to act as servants to the community, necessitating a more amicable and service-oriented demeanor.

The observed deficiencies in service provision and employee conduct, such as a lack of discipline and initiative, are intricately linked to the organizational culture prevalent in service-oriented offices throughout Gorontalo City. Organizational culture, defined by the values and norms embraced by all members of an organization, plays a crucial role in shaping positive employee performance in service delivery. A positive assessment of an organization's culture can inspire employees to improve their work, impacting individual performance within the organization. When employees internalize the organization's overarching values, these principles become integral to the organization's identity and are reflected in daily behaviors and interactions with the community, culminating in enhanced individual performance and service quality.

2. Method

Research Design

This qualitative research was designed using a descriptive method, which aims to describe and analyze the influence of HR development and organizational culture on the quality of public services in Gorontalo City.

Research Location

This research was conducted in several government agencies in Gorontalo City that are directly involved in public service delivery, such as the Education Office, Health Office, and Public Service Office.

Research Subjects

The subjects in this study include civil servants (CS) working in Gorontalo City government agencies and public service recipients as respondents.

Data Collection

Data will be collected through several techniques as follows:

a. In-depth Interview: Conducting interviews with civil servants and upper management to understand their perceptions, experiences, and opinions regarding the influence of HR development and organizational culture on the quality of public services.

b. Observation: Direct observation of the public service delivery process to get a real picture of the implementation and practice of organizational culture and HR development.

c. Documentation: Collecting secondary data through official documents, activity reports, and training materials related to HR development and organizational culture.

Data Analysis

The collected data will be analyzed using content analysis to identify key themes that emerge from the interview, observation, and documentation data. These themes will be used to understand and analyze the relationship between HR development, organizational culture, and public service quality.

Correspondent Author: Human Resource Development, E-mail: ellysrachman12@gmail.com

3. Results and Discussion

Human Resource Development for Public Services

Human resource development constitutes a series of initiatives aimed at enhancing the capabilities, skills, and knowledge of employees, which in Gorontalo City, encompasses a comprehensive approach through education and training. This development strategy is crafted to mold employees into dedicated public servants who deliver services to the community with professionalism, integrity, and fairness. Education and training stand as pivotal components in augmenting the competencies and abilities of employees, though they serve distinct roles. Education primarily broadens general knowledge and overall comprehension, whereas training is more targeted, focusing on specific job-related skills and knowledge enhancement.

Despite the absence of tuition support from the local government, the determination of Gorontalo City's employees to advance their education remains undeterred (Çiçek & Bilal, 2011). They personally finance their continued education, motivated by an understanding of its importance for career progression and professional responsibilities. The local government facilitates this endeavor by granting employees the permission to pursue further education, both within and beyond the region, demonstrating a commitment to human resource development.

Regarding training provisions, the Gorontalo City government initiates new employees with basic training and further offers specialized training aligned with individual job functions, such as financial management, procurement of goods and services, and mental revolution training. However, these training programs are sporadically conducted and tend to benefit only a select group of employees, not extending across the entire workforce evenly (Raharjo & Achmad Rinaldo Fernandes, 2018). A more inclusive approach to training, particularly targeting public service employees whose roles directly impact community interactions, is crucial. Effective training not only equips employees with necessary skills and attitudes but also supports organizational objectives through enhanced employee performance (Roscoe et al., 2019).

Although Gorontalo City's approach to human resource development through training presents certain limitations, such as irregular implementation and limited access, it does not significantly hinder the overall progress of human resource development in the city. The commitment to advancing employee education and selectively providing training has contributed positively to human resource development in Gorontalo City, reflecting a well-intentioned if imperfect, effort to enhance the public service quality through investment in human capital.

Organizational culture on public services

Organizational culture encompasses the collective assumptions, beliefs, values, and norms that evolve within an organization, serving as the foundation for guiding members' behavior as they navigate external challenges and maintain internal cohesion. This cultural framework acts as a unifying force, blending the diverse backgrounds and individual cultures of employees who hail from various regions, each bringing their distinct cultural perspectives to the workplace (Roscoe et al., 2019). Despite these differences, a shared organizational culture emerges as the common language, directing employees in fulfilling their roles and responsibilities with a unified approach.

The role of organizational culture extends beyond merely being a set of guidelines; it embodies the unique identity of the organization, setting it apart from others (Fernández et al., 2003). This distinctiveness is crucial for instilling a deep understanding and appreciation of the organizational culture among employees from the outset of their tenure. Initiatives such as targeted training, orientation programs, and adaptation processes are essential in fostering this understanding. In Gorontalo City, the depth of an employee's assimilation into the organizational culture can often be gauged by their length of service. Long-standing employees are likely to have undergone extensive training and have experienced significant adjustment periods, allowing them to fully integrate and embody the

Correspondent Author: Human Resource Development, E-mail: ellysrachman12@gmail.com

organization's cultural values in their daily operations (Aycan et al., 2000). This process ensures that despite the initial diversity of backgrounds, a cohesive and harmonious organizational culture prevails, guiding the collective efforts of employees towards achieving the organization's objectives.

Human resource development on employee performance

Human resource development embodies a strategic approach aimed at enhancing the competencies, knowledge, and skill sets of employees, thereby equipping them to take on more significant roles and responsibilities within their organizations (Carroll et al., 2011; Vadi & Vereshagin, 2006). This development process not only facilitates individual learning and growth but also ensures that employees are well-prepared to contribute effectively to their work tasks. In Gorontalo City, there is a noticeable commitment among employees to improve their performance continually. This ethos is characterized by a culture of mutual support and collaboration, where employees are keen to assist one another and work together to devise solutions to challenges. Moreover, the perception of obstacles in the workplace shifts from being seen as threats to being viewed as opportunities for innovation and creativity.

This positive workplace environment is further enriched by leadership practices that emphasize the sharing of knowledge and skills. Leaders in Gorontalo City's public service agencies play a crucial role in this dynamic, as they actively engage in mentoring their teams and encouraging them to leverage their unique strengths and capabilities. This supportive and empowering approach fosters a culture of continuous learning and development, enabling employees to excel in their roles and contribute to the organization's objectives more effectively.

Organizational culture on employee performance

A robust organizational culture significantly impacts employees, guiding the organization by offering a framework within which all members can grow collectively. Successful integration of organizational values into the personal beliefs of employees fosters a sense of identity with the organization, promoting unity and eliminating barriers to peak performance (Rorong & Lasdi, 2020). In Gorontalo City, the exemplary performance of employees is attributed to their proactive work ethic. They exhibit a strong commitment to completing tasks promptly, avoiding procrastination. This sense of responsibility extends to not offloading challenging tasks onto others but rather embracing the full responsibility for their assignments. When faced with difficulties, employees prefer to engage in collaborative problem-solving, seeking input and sharing ideas with colleagues to simplify complex tasks. This approach not only lightens the burden of challenging work but also reinforces a culture of teamwork and mutual support, further enhancing the overall performance and efficiency within the organizational setting (Inanlou & Ahn, 2017; Schneider, 1988).

An unhealthy organizational culture within public service agencies in Gorontalo City, which fails to integrate the diverse personal cultures of employees into a cohesive work culture, can lead to subpar service delivery. Such a disjointed environment allows employees to operate based on their individual preferences and practices, diverging from established organizational standards. This lack of alignment often results in a diminished sense of commitment and poor collaboration among team members, alongside strained relationships with leadership. Consequently, the quality of service provided to the public suffers, as these internal inefficiencies manifest in various service delivery challenges.

Conversely, a healthy organizational culture in Gorontalo City's public service agencies, capable of harmonizing the individual cultures of employees with the collective ethos of the organization, naturally fosters high-quality service delivery. In such environments, employees are more likely to adhere to the organization's protocols and guidelines, ensuring consistency and excellence in their work output. This alignment between personal and organizational values strengthens commitment, enhances teamwork, and promotes positive interactions with leadership. Ultimately, a cohesive and supportive organizational culture ensures that public services are delivered efficiently and effectively, meeting the needs and expectations of the community.

Correspondent Author: Human Resource Development, E-mail: ellysrachman12@gmail.com

4. Conclusion

The study carried out in Gorontalo City on "The Impact of Human Resource Development and Organizational Culture on The Quality of Public Service" has produced enlightening findings regarding the interconnectedness of human resource development, organizational culture, and the quality of public services. Evidence has shown that focusing on education and training to develop human resources greatly boosts employees' skills, knowledge, and capacities, resulting in better service delivery. The development of a nurturing and productive corporate culture enhances this impact by creating a work atmosphere where employees feel appreciated, driven, and in sync with the objectives and principles of their firm (Omar & Mahmood, 2020; Wei et al., 2008). An effective organizational culture in public service organizations in Gorontalo City is essential for fostering collaboration and communication among personnel with varied personal cultures. The cohesion among individuals is crucial for surmounting obstacles and attaining peak performance, ultimately manifesting in the caliber of services rendered to the society. On the other hand, an unhealthy organizational culture that does not incorporate the personal cultures of employees can result in fragmented efforts, lack of dedication, and inadequate collaboration, ultimately leading to below-average service provision. This study emphasizes the need of public service agencies in Gorontalo City investing in ongoing human resource development and fostering a robust and favorable organizational culture. These endeavors are crucial not just for augmenting the personal development and contentment of personnel, but also for guaranteeing that the community receives the utmost level of service excellence. Ultimately, the results of this study support the implementation of a deliberate strategy for developing human resources and fostering an organizational culture. These efforts, when combined, have the potential to greatly enhance the standard of public service in Gorontalo City.

References

Aycan, Z., Kanungo, R., Mendonca, M., Yu, K., Deller, J., Stahl, G., & Kurshid, A. (2000). Impact of culture on human resource management practices: A 10-country comparison. *Applied Psychology*, *49*(1), 192–221.

Aycan, Z., Kanungo, R. N., & Sinha, J. B. P. (1999). Organizational culture and human resource management practices: The model of culture fit. *Journal of Cross-Cultural Psychology*, *30*(4), 501–526.

Burack, E. H. (1991). Changing the company culture—the role of human resource development. *Long Range Planning*, *24*(1), 88–95.

Carroll, W. R., Dye, K., & Wagar, T. H. (2011). The role of organizational culture in strategic human resource management. *The Handbook of Organizational Culture and Climate*, 423–440.

Çiçek, I., & Bilal, Ö. (2011). The effect of outsourcing human resource on organizational performance: the role of organizational culture. *International Journal of Business and Management Studies*, *3*(2), 131–144.

Fernández, E., Junquera, B., & Ordiz, M. (2003). Organizational culture and human resources in the environmental issue: a review of the literature. *International Journal of Human Resource Management*, *14*(4), 634–656.

Harrison, T., & Bazzy, J. D. (2017). Aligning organizational culture and strategic human resource management. *Journal of Management Development*, *36*(10), 1260–1269.

Correspondent Author: Human Resource Development, E-mail: ellysrachman12@gmail.com

Inanlou, Z., & Ahn, J.-Y. (2017). The effect of organizational culture on employee commitment: A mediating role of human resource development in Korean firms. *Journal of Applied Business Research (JABR)*, *33*(1), 87–94.

Omar, M., & Mahmood, N. (2020). Mediating the effect of organizational culture on the relationship between training and development and organizational performance. *Management Science Letters*, *10*(16), 3793–3800.

Raharjo, K., & Achmad Rinaldo Fernandes, A. (2018). The influence of organizational culture and job design on job commitment and human resource performance. *Journal of Organizational Change Management*, *31*(7), 1346–1367.

Rorong, N. N., & Lasdi, L. (2020). The Effect of Organizational Culture and Good Corporate Governance Mechanism on Human Resource Disclosure. *Jurnal Akuntansi Dan Keuangan*, *22*(2), 72–81.

Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, *28*(5), 737–749.

Schneider, S. C. (1988). National vs. corporate culture: Implications for human resource management. *Human Resource Management*, *27*(2), 231–246.

Vadi, M., & Vereshagin, M. (2006). The deposit of collectivism in organizational culture in Russia: Some consequences of human resources management. *Baltic Journal of Management*, *1*(2), 188–200.

Wei, L., Liu, J., Zhang, Y., & Chiu, R. K. (2008). The role of corporate culture in the process of strategic human resource management: Evidence from Chinese enterprises. *Human Resource Management*, *47*(4), 777–794.

Correspondent Author: Human Resource Development, E-mail: ellysrachman12@gmail.com