

Research Article

# Strategy For Improving the Quality of Public Services in the Personnel Affairs and Human Resource Development Division (BKPSDM) Of Kaimana Regency

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**Abstract.** This research seeks to examine methods for enhancing the quality of public services at BKPSDM Kaimana Regency, focusing on both facilitating and hindering elements in their execution, innovation in services, the efficiency of personnel administration management, and the responsiveness of public officials in addressing user needs. This study utilized a qualitative method featuring a descriptive research framework. The research was carried out at BKPSDM Kaimana Regency. Data were gathered via observation, detailed interviews, and documentation. The research informants included BKPSDM leaders, administrative service personnel, and civil servants who utilized the services. Data were examined through an interactive analysis framework that included data reduction, data presentation, and the formulation of conclusions. The results show that BKPSDM Kaimana Regency has executed various strategies to enhance public service quality by developing employee skills, streamlining service processes, improving internal coordination, and leveraging information technology for personnel management. Service innovation was implemented via digital communication and enhanced administrative management to boost service effectiveness. The responsiveness of public officials also demonstrated favorable improvements with more communicative and accessible services tailored to users' needs. Nonetheless, the execution of public services continues to encounter multiple challenges, such as restricted digital infrastructure, geographical factors, insufficient human resources, and a lack of technological skills among staff. This research demonstrates that enhancing public service quality necessitates collaboration among strengthening human resources, innovating services, and creating adaptive bureaucratic systems to react to public service reform.

**Keywords:** Public Service; Service Quality; Bureaucratic Reform; Service Innovation; Personnel Administration.

## 1. Introduction

Public service is one of the main benchmarks for measuring the success of governance in creating a professional, responsive bureaucracy that focuses on public satisfaction. In the context of today's government administration, the quality of public service is not merely seen as a routine administrative activity, but as a concrete manifestation of the state's presence in meeting the needs of the community and government officials in an effective, fast, transparent, and accountable manner (Rohani et al., 2025). The ongoing bureaucratic reform in Indonesia requires every government agency to continuously innovate and improve its services, including those focused on human resource management. Slow service delivery, complicated procedures, a lack of supporting facilities, and a lack of responsiveness from officers remain common problems in public service practices across various regions. Therefore, improving the quality of public services is a strategic agenda that government agencies need to implement to enhance public trust, institutional effectiveness, and the overall quality of civil servant performance (Mwita, 2000).

In the context of regional government, the Kaimana Regency Human Resources Development Agency (BKPSDM) plays a crucial role in the implementation of personnel administration services and the development of civil servant human resources. BKPSDM is not only tasked with managing civil servant administration but also serves as a strategic institution

Received: April, 16 2026

Revised: May, 17 2026

Accepted: June, 28 2026

Online Available: June, 30 2026

Curr. Ver.: June, 30 2026



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in supporting the development of regional bureaucratic capacity through various personnel services, competency development, transfers, promotions, and civil servant data management. However, the dynamics of public services in island and outermost regions such as Kaimana Regency present unique challenges, both in terms of geography, limited infrastructure, human resources, and the adjustment of service technology. This situation impacts the efficiency of services received by officials and the public using them. On the other hand, the demand for fast, easy, and transparent services is increasing along with the growing digitization of the bureaucracy and public awareness of the right to quality services. Therefore, an appropriate and contextual strategy is needed so that the quality of public services at the Kaimana Regency BKPSDM can be maximized and sustained (Zein et al., 2025).

Several previous studies have shown that strategies to improve the quality of public services in government institutions are generally carried out by strengthening employee competencies, implementing information technology, reforming service procedures, and strengthening an organizational culture that focuses on providing the best service (Adryani, 2024; Isma et al., 2025). Studies on public services in regional civil service institutions also place a lot of emphasis on aspects of service user satisfaction, the effectiveness of digital systems, and the application of good governance principles in the bureaucracy (Sah et al., 2023). However, most of these studies have focused on urban areas or areas with relatively good infrastructure, resulting in few explorations of strategies for improving the quality of public services in island and outlying regions like Kaimana Regency. Furthermore, previous studies have tended to focus on the technical administrative aspects of public services, without in-depth exploration of how institutional strategies are developed to address resource constraints, geographic conditions, and local community needs within the regional bureaucracy. Therefore, the uniqueness of this research lies in its attempt to contextually analyze strategies for improving the quality of public services at the Kaimana Regency Human Resources Development Agency (BKPSDM), taking into account the institutional dimensions, human resources, digital adaptation, and service challenges in remote areas.

In accordance with this explanation, this research focuses on analyzing the strategies implemented by the Kaimana Regency BKPSDM to improve the quality of public services, including supporting factors and constraints affecting their implementation. This study also seeks to identify types of service innovations, the efficiency of employee administration service management, and the responsiveness of officials in meeting service user requests. This focus is crucial to determine the extent to which the Kaimana Regency BKPSDM can adapt to the demands of bureaucratic reform and the increasingly changing public services. The purpose of this study is to describe and analyze strategies for improving the quality of public services at the BKPSDM of Kaimana Regency, identify challenges faced in implementing services, and formulate strategic recommendations to support improvements in the quality of public services that are effective, adaptive, and focused on user satisfaction.

## 2. Theoretical Review

Public service is an activity carried out by government institutions to meet the needs of the community and state officials in an effective, transparent, and accountable manner. The concept of public service essentially places the community as the primary focus, so that the bureaucracy is expected to provide services that are fast, accurate, and responsive to the needs of service users. Based on the theory of public service quality, service achievement is influenced by several key dimensions such as service effectiveness, employee responsiveness, procedural certainty, information transparency, and service user satisfaction (Mahardhani, 2023). In the view of contemporary public administration, the quality of service is not only assessed from compliance with administrative procedures, but also from the institution's ability to create responsive services that focus on community needs (Priyambodo et al., 2025). Thus, improving the quality of public services is a crucial aspect of bureaucratic reform to build professional and integrated government management.

The strategy for improving the quality of public services is related to the organization's ability to undertake internal transformation to increase service effectiveness. Public service management theory states that improving service quality can be achieved by strengthening human resource capacity, simplifying service procedures, strengthening organizational coordination, and developing a work culture focused on optimal service delivery (Rabin et al., 2018). Government officials play a crucial role as service providers, and their competence, work discipline, and communication skills significantly influence the success of public services. Furthermore, public institutions are expected to create flexible and responsive service

systems that respond to changing public needs. Within the framework of bureaucratic reform, strategies to improve service quality are aimed at producing more efficient, responsive, and transparent services to enhance public trust in government institutions.

Innovation in public services is a crucial method for supporting bureaucratic modernization and increasing the effectiveness of government management. The theory of public service innovation explains that innovation is an organizational effort to create change in the service system by utilizing technology, simplifying procedures, or developing new, more efficient service methods (Nur et al., 2024). The use of information technology in public administration is part of the e-government concept, which aims to improve bureaucratic efficiency, accelerate access to services, and expand information transparency to the public. Innovation in service delivery is not only defined as the application of digital technology, but also encompasses changes in organizational work methods, improved service coordination, and enhanced staff competency in managing technology-based services (Karo & Kattel, 2019; Newman et al., 2022). Therefore, innovation in service delivery is a crucial tool to support bureaucratic transformation toward modern and responsive governance.

Official responsiveness is a key benchmark for evaluating the quality of public services and the success of bureaucratic reform. Responsiveness theory states that a responsive bureaucracy can recognize the needs of service users, provide services quickly and accurately, and establish effective communication with the public (Faguet, 2004). The responsiveness of civil servants is closely linked to a professional attitude, the ability to interact, and a humanistic service orientation in carrying out public service duties. The concept of adaptive governance also explains that public organizations must be able to adapt to changes in the service environment, technological advances, and increasingly diverse societal demands (Arrozaaq & Firmansyah, 2023). In regional public services, the responsiveness of government officials is crucial for maintaining service effectiveness amidst limited resources and local bureaucratic challenges. Therefore, strengthening employee capacity and developing a culture of superior service are crucial aspects in supporting the sustainability of bureaucratic reform and improving the quality of public services.

### 3. Proposed Method

This study applies a qualitative approach with descriptive research to conduct an in-depth and contextual study of the strategy for improving the quality of public services at the BKPSDM (Employee Human Resources Development Agency) in Kaimana Regency. The qualitative approach was chosen because the study aims to understand the processes, strategies, and dynamics of public services that occur directly within the context of the BKPSDM institution. This research was conducted at the BKPSDM in Kaimana Regency, with an emphasis on employee administration services and human resource development. Informants in the study were determined using a purposive sampling technique, selecting informants who are considered to have knowledge and direct involvement in the public service process, including BKPSDM leaders, administrative staff, personnel management staff, and civil servants as service recipients.

Data collection was conducted through observation, in-depth interviews, and documentation. Observations were conducted to directly observe the service delivery process, interactions between employees and service users, and the condition of service facilities and infrastructure. In-depth interviews were conducted to obtain information on service quality improvement strategies, obstacles encountered, service innovations, and employee capacity development efforts. Documentation was used to supplement the research data, consisting of archives, service reports, standard operating procedures, and policy documents related to public services. The data obtained were analyzed using an interactive analysis model that includes steps of data reduction, data presentation, and drawing conclusions continuously until valid and comprehensive findings are obtained. To ensure the validity of the data obtained, this study applies source triangulation techniques and techniques by comparing the results of observations, interviews, and documentation, so that the research results can objectively and systematically reflect the empirical conditions of public services at the BKPSDM of Kaimana Regency (Huberman & Miles, 2012; Pahleviannur et al., 2022; Sugiyono, 2018).

## 4. Results and Discussion

### Strategy For Improving The Quality Of Public Services At The Human Resources Development Agency (Bksdm) Of Kaimana District

The research findings indicate that the Kaimana Regency Human Resources Development Agency (BKPSDM) continues to strive to improve the quality of public services through various internal strategies focused on enhancing employee administrative services. Observations at the research site revealed that administrative processes such as promotions, transfers, leave, and ASN data management have been implemented with a more organized approach than previously. Service personnel appear to strive to provide prompt and communicative services to users despite limited supporting facilities. Organizing service spaces, implementing more structured administrative documents, and assigning employee duties are part of the organizational strategy to improve public service efficiency. Furthermore, the BKPSDM has begun changing its bureaucratic work patterns in line with the demands of administrative reform, which emphasizes clear and responsive service delivery to the needs of civil servants.

Based on interviews with BKPSDM leaders and employees, the strategy to improve public service quality involves strengthening the capabilities of staff and improving employee discipline. BKPSDM leaders stated that improving service quality focuses not only on accelerating administration but also on transforming staff mindsets to prioritize service delivery. Service personnel reported that regular internal coordination is conducted to assess service constraints and find solutions to recurring administrative delays. Employees are also instructed to maintain more open communication with civil servants who use the service to make the service process more efficient. In practice, this more interactive service approach helps reduce administrative confusion and improves the clarity of information for service users.

Interviews with civil servants (ASN) who utilize services indicate that services at the Kaimana Regency Human Resources Development Agency (BKPSDM) have undergone significant improvements, particularly in terms of information transparency and speed in certain administrative services. Several informants stated that service staff are easier to contact and ready to assist with any paperwork issues. However, service users also reported that challenges persist, such as a limited number of service staff, sometimes lengthy administrative processes, and a lack of digital facilities to support online services. Kaimana Regency's vast geographic area and sometimes difficult inter-regional access also impact the efficiency of personnel administration services. The strategy to improve the quality of public services at BKPSDM requires not only internal organizational improvements but also infrastructure support and strengthening of technology-based service systems.

The results of this study indicate that the strategy to improve the quality of public services at BKPSDM Kaimana Regency aligns with public service quality theory, which emphasizes the importance of responsiveness, effectiveness, and service orientation to user needs. Within the framework of modern public services, bureaucratic effectiveness is assessed not only by administrative compliance but also by the organization's ability to provide services that are fast, transparent, and responsive to community needs (Rizki et al., 2025). The BKPSDM's strategy of increasing the capacity of its personnel and establishing a service culture reflects the institution's efforts to develop services based on good governance. This approach demonstrates that the quality of public services is strongly influenced by organizational commitment and the ability of employees to carry out service functions professionally.

The findings of this study also support previous research that suggests that improving the quality of public services in local government institutions is significantly influenced by the quality of human resources, internal organizational coordination, and the bureaucracy's ability to adapt to service changes. Previous studies have shown that areas with limited infrastructure often experience obstacles to the effective implementation of public services (Harahap et al., 2025; Purnamasari et al., 2025). Nevertheless, organizational dedication and innovation in service delivery can be crucial elements in improving the effectiveness of bureaucratic services. In the context of the Kaimana Regency Human Resources Development Agency (BKPSDM), the service approach implemented demonstrates the regional bureaucracy's adaptive efforts in addressing service challenges in outlying and island areas, enabling public services to continue despite limited resources and service infrastructure.

### Service Innovation And Effectiveness Of Personnel Administration Governance

Observations indicate that the Kaimana Regency Human Resources Development Agency (BKPSDM) has implemented various service innovations to improve the effectiveness of personnel administration management. Observable innovations include the use of

communication technology for administrative coordination and the delivery of service information to civil servants (ASN). The use of digital communication media supports employees in conveying information regarding administrative requirements, service schedules, and steps for completing personnel documents. Furthermore, BKPSDM has begun to organize administrative archives in a more planned manner to facilitate the process of searching for civil servant data. Although the implementation of the digital system has not yet been fully integrated, this effort demonstrates a shift in service delivery methods toward a more modern and efficient bureaucracy.

Interviews with BKPSDM employees indicate that service innovations were implemented in response to the increasing demand for faster and more efficient civil servant administration services. Employees revealed that previously many administrative processes were carried out manually, which often resulted in service delays and difficulties in data management. Therefore, the use of digital tools and online communication has begun to accelerate coordination between departments and simplify the delivery of information to service users. Furthermore, BKPSDM is striving to simplify several administrative procedures to eliminate lengthy bureaucratic processes. Informants stated that this innovation contributed to increasing employee work efficiency, although it still requires improvements in supporting facilities and technological training for staff.

Interviews with civil servants using the service revealed that the service innovations implemented by the BKPSDM have contributed to simplifying access to employee administrative information. Service users found it easier to obtain information regarding document requirements and the progress of administrative processes compared to before. However, several informants stated that digital services are still not functioning optimally due to limited internet connectivity and uneven technological capabilities within the regional bureaucracy. Furthermore, some administrative processes still require in-person processing because not all services are connected to an integrated digital system. This situation indicates that service innovations at the BKPSDM in Kaimana Regency are still under development and adapting to changes in digital bureaucracy.

From the perspective of public administration theory, innovation in service is a crucial element of bureaucratic reform, which aims to improve efficiency, effectiveness, and accountability in public services (Purnamasari et al., 2025). The transformation of technology-based services is one sign of bureaucratic modernization in facing increasingly dynamic demands for public services (Diawati et al., 2023). The innovation implemented by the Kaimana Regency Human Resources Development Agency (BKPSDM) reflects a simple e-government approach aimed at accelerating administrative services and improving access to information for service users. Although implementation remains hampered by limited infrastructure, this effort demonstrates a shift in bureaucratic direction from traditional service patterns to more adaptive, technology-based services.

The results of this study support previous findings that digitalization in administrative services can improve bureaucratic efficiency and accelerate public service processes. Previous research also indicates that the success of service innovation is strongly influenced by human resource readiness, technological infrastructure support, and organizational commitment to bureaucratic change. In the context of the Kaimana Regency Human Resources Development Agency (BKPSDM), service innovation has not yet reached its full potential, but it has demonstrated initial steps toward strengthening more efficient personnel administration governance. This demonstrates that service innovation in the region is not solely related to the use of technology but also to the organization's ability to adapt service systems to local conditions and the capacity of the local bureaucracy (Berenschot & van Klinken, 2018; Canales et al., 2025).

### **Apparatus' Responsibility And Bkpsdm's Adaptation Towards Bureaucratic Reform**

Observations indicate that the responsiveness of personnel at the Kaimana Regency Human Resources Development Agency (BKPSDM) is quite evident in its personnel administration services. Service officers strive to provide direct explanations to service users regarding administrative procedures and the completeness of required documents. During the service process, officers also appear to strive to assist with administrative issues faced by civil servants (ASN), particularly when there are missing documents or administrative errors. Employee communication is one element that supports a better service relationship between the bureaucracy and service users. Furthermore, BKPSDM has begun adopting a more transparent and less formal service model than previously established.

Interviews with BKPSDM leaders and staff demonstrate that increasing staff responsiveness is a top priority in public service reform within the organization. BKPSDM leaders

stated that staff are encouraged to be more responsive to service user needs and reduce rigid service patterns. Service officers also stated that they strive to provide optimal service despite limited staff and a high volume of administrative work. In practice, employees often conduct additional coordination outside of operating hours to ensure timely processing of civil servant administrative documents. This reflects the commitment of the apparatus to maintaining the quality of public services amidst limited regional bureaucratic resources.

Interviews with service users indicate that civil servants (ASN) consider BKPSDM staff to be very responsive in providing services and administrative information. Service users feel that staff are more transparent in outlining service procedures and supporting them in resolving administrative issues. However, several informants also stated that delays in service still occur under certain conditions due to high staff workloads and a lack of service facilities. Furthermore, capacity building is still needed to adapt to digital-based services so that services can be faster and more efficient (Sangaji & Irianto, 2025). This situation demonstrates that service responsiveness is not solely determined by employee behavior, but also by the support of organizational systems and adequate service facilities.

In public service theory, apparatus responsiveness is a crucial indicator for assessing bureaucratic quality, relating to the organization's ability to understand and meet service user needs quickly and accurately. Responsiveness indicates the extent to which a bureaucracy can create flexible, communicative service relationships that focus on user satisfaction (Namagembe & Nantumbwe, 2025). The steps taken by the Kaimana Regency Human Resources Development Agency (BKPSDM) to create a more transparent service system reflect a shift in bureaucratic culture toward a more humane and participatory public service. Bureaucratic reform, in this context, is seen not only as administrative change but also as a shift in the attitude of officials in carrying out public service duties.

The findings of this study support previous studies that indicate that the success of bureaucratic reform is largely determined by the quality of official responsiveness and the organization's ability to create an optimal service culture (Hassan et al., 2019; Naveed et al., 2022). Previous research has shown that regional bureaucracies that can improve service communication and establish good interpersonal relationships with service users typically experience higher levels of service satisfaction. In the context of the Kaimana Regency Human Resources Development Agency (BKPSDM), the speed of apparatus response is a vital asset in maintaining the quality of public services amidst limited infrastructure and bureaucratic resources. Consequently, strengthening apparatus capabilities, enhancing digital skills, and supporting more advanced service systems are strategic steps that need to be continuously enhanced to support the sustainability of regional bureaucratic reform.

## 5. Conclusions

Based on the research findings, it can be concluded that the Kaimana Regency Human Resources Development Agency (BKPSDM) has implemented several strategies to improve the quality of public services by strengthening the capacity of its personnel, simplifying service procedures, improving internal coordination, and developing information technology-based service innovations. These strategies reflect the regional bureaucracy's efforts to adapt to the demands of bureaucratic reform and the ever-growing public services. The research findings also indicate that innovations in service and personnel administration management have shown positive progress by utilizing digital communications, organizing more organized administration, and increasing the transparency of service information for users. Furthermore, apparatus responsiveness is a crucial aspect in improving the quality of public services, as evidenced by the behavior of employees who are more communicative, transparent, and focused on the needs of service users. However, the implementation of improving the quality of public services still faces several obstacles, such as limited digital infrastructure, insufficient staff, regional geographic conditions, and less than optimal employee technological competency. Consequently, the success of improving the quality of public services at the BKPSDM of Kaimana Regency requires strengthening human resources, support for service facilities and infrastructure, development of a more integrated digital service system, and ongoing organizational commitment so that bureaucratic reform and public services can take place effectively, adaptively, and focus on user satisfaction.

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