

Improving the Quality of Human Resources through Training and Work Experience on Service Quality

By

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Abstract

Indonesia is a developing country that certainly requires quality human resources (HR) to provide sufficient performance power for the development of the country's development. This research design is qualitative; the research was conducted in Makassar City, South Sulawesi Province. This research lasted for four months, from July to October 2022. The study's participants were 25 people, and data analysis using theory from Miles and Huberman. Data were collected through observation, interviews, and documentation. The results of the study show that the variables of training and work experience have a direct and indirect effect on improving the quality of human resources and service quality, so the existence of training and work experience variables needs to be maintained, especially in improving the quality of human resources and service quality. Training and work experience can be a reference for leaders in government agencies in making organizational policies related to improving the quality of human resources and service quality.

Keywords: human resources, training, work experience, services, Indonesia

Introduction

The training and work experience factors that affect the quality of human resources (HR) and service quality (Gani et al., 2019; Sahabuddin et al., 2019; Sawitri et al., 2019) state that basically the quality of public services includes, among others, aspects of human resource capabilities consisting of skills, knowledge, and attitudes that seek to be improved, then this will affect the implementation of their duties. If the performance of tasks is carried out more professionally, it will result in better service quality.

This concept is in line with research (Ansar et al., 2019; Awaluddin A et al., 2019; Rijal et al., 2019; Umar, Amrin, et al., 2019; Umar, Hasbi, et al., 2019; Yusriadi, Sahid, et al., 2019); the results showed that the quality of human resources has a significant and positive effect on service quality. Then other research shows that there is a strong enough influence between the quality of apparatus resources and service quality (Ahdan et al., 2019; Hasbi et al., 2019; Mustafa et al., 2020; Tamsah et al., 2020; Yusriadi, Farida, et al., 2019). Furthermore, research (Jasmin, 2020) illustrates a significant influence between human resource competency variables on service quality.

Permit service is one of the vital service quality centers for the community, directly and indirectly. Most licensing services in Makassar City have implemented a 24-hour online system with complex and routine activities to provide a licensed service to the community. So, the office always emphasizes to all employees that they must always be encouraged to provide full service for the convenience of the community.

The phenomenon that occurs regarding the quality of human resources at the Makassar City licensing office is human resource development, especially in employee training. It is necessary to improve or develop employees, which can be done through job training, hoping that employees have better competence. Then the phenomenon at the licensing office is that there are still employees who need to be more optimal in carrying out their duties; this is due to work experience in carrying out daily tasks that are not following the main tasks that have been determined.

Based on observations and interviews with employees at the Makassar City licensing office show that employees who can understand each job given have low points. However, employees at the licensing office do not have good knowledge, expertise, abilities, and skills to support their work. In addition, employees have a relatively low quality of knowledge. Human resource quality involves physical and non-physical aspects (ability to work, think, and skills) (Ms et al., 2021; Prakoso, Salim, et al., 2021; Prakoso, Suhirwan, et al., 2021; Sadapotto et al., 2021; Sahid et al., 2020; Tamsah et al., 2021; Usman et al., 2020; Yusriadi et al., 2020; Zacharias, Rahawarin, et al., 2021).

Service quality is often used to see how the service performance of public organizations. Public service at the Licensing Office is one of the main task functions. The quality of these services reflects the quality of the agency in carrying out its duties and functions. Through public services for the community, the "face" of the agency will be judged by the community. Good service quality will image a good government agency in the community (Aci et al., 2021; Jufri et al., 2021; Misnawati et al., 2021; Nellyanti, Gunawan, Azis, et al., 2021; Sabrang et al., 2021; Setiawan et al., 2021; Sukri et al., 2021; Triono et al., 2021; Zamad et al., 2021). Poor public services will not create satisfaction in the community. From this, it can be concluded and used as an indicator to realize satisfaction in the community with the services provided; agencies and governments must be able to provide optimal service by evaluating existing service quality aspects.

The community needs the existence of the Licensing Office in Makassar City to fulfill permit services; the demands of the community for the licensing office to improve their services are a must for the Makassar City Licensing Office to realize good service quality so that the ideals and expectations of the community can be achieved.

Research Methods

Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. This type of research is descriptive qualitative research, namely data collected in the form of words, not numbers. Meanwhile, descriptive research is a form aimed at describing or describing existing natural and human-made phenomena. The purpose of descriptive research is to make a systematic, factual, and accurate description of the facts and characteristics of a particular population or area. This research is used to determine how employee training implementation improves licensing services in Makassar City, South Sulawesi Province.

This research aims to get a more transparent, complete picture and information and make it possible and easy for researchers to conduct observation and interview research. Therefore, the author determines the research location where the research will be conducted. The research location is at the Makassar City Licensing Office, South Sulawesi Province, Indonesia.

The primary data sources in qualitative research are words and actions; the rest are additional data such as documents and others. In this regard, the data is divided into words and actions, written data sources. Meanwhile, what is meant by data sources in research is the subject from which data can be obtained. If use interviews in collecting data, the data source is called an informant, who responds to or answers are written and oral questions. When using observation, the data source is in the form of objects, motion, or the process of something. If using documentation, then documents or records are the data sources. Alternatively, records are the source of the data.

The data analysis used is descriptive-analytic, describing the data collected in words, pictures, and not numbers. Data that comes from manuscripts, interviews, field notes, and documents are then described so that it can provide clarity to reality.

Result and Discussion

The effect of training on the quality of human resources

The effect of training variables on the quality of human resources is positive. This means that an improvement will follow an increase in training in the quality of human resources with the assumption that other factors affecting training are considered constant. This study shows a positive effect of training on the quality of human resources. This can be seen from the results of the direct path interview; the results obtained from training have a positive effect on the quality of human resources.

This study's results align with the statement (Fatmawati, Tamsah, Utina, et al., 2021; Kuka et al., 2021; Mulyana et al., 2021; Reynilda et al., 2021; Zam et al., 2021) that the quality of human resources involves two aspects, including physical aspects (physical abilities) and non-physical aspects. Non-physical aspects include intelligence and mentality, which focuses on employees' ability to work, think, skills, attitudes, and mentality. In this non-physical aspect, humans need recognition; in addition, efforts are made to develop human resources in this non-physical aspect through education and training.

The results of this study also support the results of previous research (Achmat et al., 2021; Arfan et al., 2021; Fauzi et al., 2021; Hasmiaty et al., 2021; Seppa et al., 2021; Wahida et al., 2021; Wirdawati et al., 2021); the conclusion obtained from improving the quality of human resources is that the role of training is needed. Furthermore (Ahmad, Mattalatta, et al., 2021; Arifuddin et al., 2021; Nengsih, Tamsah, et al., 2021; Setyorini et al., 2021; Wibowo et al., 2021), based on the study's results, it can be concluded that education and training significantly affect the quality of human resources. Then research (Humola et al., 2021; Ilyas et al., 2021; la Kamalussin et al., 2021; Maksum et al., 2021; Sumarni et al., 2021; Syamsyucri et al., 2021; Zacharias, Yusriadi, et al., 2021), based on the study results, it can be concluded that education and training significantly influence the quality of human resources.

The managerial implication of the effect of training on the quality of human resources is that apparatus resources not only can complete their work but also develop themselves and encourage the self-development of fellow employees, namely by increasing training by increasing productivity. Namely after, attending the training will help improve the ability to license employees to carry out their duties, increasing productivity and improving quality. Namely, after attending training, it will reduce the possibility of errors made by licensing employees so that output quality is also expected to increase. Furthermore, increasing employee enthusiasm, namely after attending the training, will improve the climate and reduce the tension in the organization; it will cause positive reactions from licensing employees, then

improve occupational health and safety. Namely, after attending training, it will create a safer work environment and provide peace and stability to the mental attitude of licensing employees and self-development opportunities. Namely, after attending training, it will provide opportunities for employees to increase their knowledge and abilities and improve their personality development.

The influence of work experience on the quality of human resources

The effect of work experience variables on the quality of human resources is positive. This means that an improvement will follow an increase in work experience in the quality of HR with the assumption that other factors affecting work experience are considered constant. This study shows a positive and significant effect of work experience on the quality of human resources.

The results of this study are in line with (Ahral et al., 2021; Fitria et al., 2021; Harma et al., 2021; Kusiani et al., 2021; Wahyuni et al., 2021); the quality of human resources is not only determined by aspects of skill and physical strength but also by education or levels of knowledge and experience, or maturity and attitudes and values. There are also several things to determine whether an employee has the experience and as an indicator of work experience, one of which is the level of knowledge and skills possessed (Ahmad, Umar, et al., 2021; Andri et al., 2021; Arham et al., 2021; Ikbal et al., 2021; Kusuma et al., 2021; Nellyanti, Gunawan, Aziz, et al., 2021; Saleh et al., 2021; Sam et al., 2021; Sultan et al., 2021; Syahrir et al., 2021).

Managerial implications for the influence of work experience on HR quality are personnel resources that not only can complete their work but also to develop themselves and encourage the self-development of their colleagues, namely by increasing work experience utilizing personal backgrounds, namely employees who are experienced and highly capable in serving the community in the licensing service. Then talents and interests, namely employees who are experienced and responsible for their work, then attitudes and needs, namely employees who are experienced and have knowledge in their fields, and skills and abilities, namely employees who are experienced and skilled in carrying out technical aspects of their work in the service licensing.

Effect of training on service quality

The effect of the training variable on service quality is positive. This means that an increase in training will be followed by an improvement in service quality, assuming the other factors affecting training are considered constant. This study shows a positive influence of training on service quality. This can be seen from the results of direct interviews; it was found that the training results positively affected service quality.

The results of this study are the same as those (Amrullah et al., 2021; Debby et al., 2021; Gunawan et al., 2021; Islamia et al., 2021; Mardhiah et al., 2021; Masrullah et al., 2021; Nengsih, Syahrudin, et al., 2021; Nilmawiah et al., 2021; Tenrisanna et al., 2021), stating that basically, the quality of public services includes aspects of human resource capabilities consisting of skills, knowledge, and attitudes that are sought to be improved, then this will affect the implementation of their duties, and if the implementation of tasks is carried out professionally, it will produce a better quality of service.

This study's results also support previous research (Harisman et al., 2021; Nikmawati et al., 2021; Rahmitasari et al., 2021; Rusli et al., 2021; Suryanti et al., 2021); the conclusions obtained by employee training have a positive and significant effect on service quality. Furthermore, in other research (Asfar et al., 2021; Dana et al., 2021; Darno et al., 2021;

Fatmawati, Tamsah, Romadhoni, et al., 2021; Fitriani et al., 2021; Heranto et al., 2021; Herlinah et al., 2021; Kasmiaty et al., 2021; Mislia et al., 2021; Nasriani et al., 2021; Rahmat et al., 2021; Rasyid et al., 2021; Tamsan & Yusriadi, 2022), based on the study's results, it can be concluded that education and training significantly influence service quality. Then another study (Cahaya et al., 2022; Idris et al., 2022; Kasim et al., 2022; Misnawati et al., 2022; Yusriadi, Makkulawu Panyiwi Kessi, et al., 2022), based on the results of the study, it can be concluded that employee education and training affect service quality.

The managerial implication on the effect of training on service quality is that there is compatibility between the services expected from the licensing service and the services received or felt by the community or the results perceived by increasing training by increasing productivity, namely after attending training, it will help increase the ability of employees in carrying out their duties which will increase productivity, then improve quality, namely, after attending training, it will minimize the possibility of mistakes made by employees. So that the output quality is also expected to increase, then increase employee morale, namely after participating in the training will improve the climate and reduce the tension that occurs within the organization, it will cause a positive reaction from the employee concerned, then improve occupational health and safety, namely, after participating in training, it will create a safer work environment and provide calm and stability to the mental attitude of employees and finally the opportunity for self-development, namely after attending training it will provide an opportunity for employees to increase their knowledge and abilities, as well as improve their personality development.

Effect of work experience on service quality

The effect of the work experience variable on service quality is positive. This means that an increase in work experience will be followed by an improvement in service quality, if other factors affecting work experience are considered constant. This study shows a positive influence of work experience on service quality. This can be seen from the results of the direct influence path analysis; the results of work experience have a positive effect on service quality.

The results of this study are the same as those (Ilyas et al., 2022; Nurman et al., 2022; Shin et al., 2022; Yusriadi, Awaluddin, et al., 2022; Yusriadi & Cahaya, 2022), saying that experiences that can affect the behavior of organisms can be considered learning opportunities. Learning outcomes from work experience will make the person work more effectively and efficiently. Experience will form knowledge, skills, and attitudes that are more integrated into a person. In addition, the experience can be gained from previous workplaces with the same field of work as the one being faced. Work experience will determine or show how the quality and productivity of a person at work.

Managerial implications for the influence of work experience on service quality are compatibility between the services expected from the licensing agency and the services received or perceived by the community or the perceived results, namely by increasing work experience by way of personal background, namely employees who are experienced and highly capable in serving the community in the licensing service, then talents and interests, namely employees who are experienced and responsible for their work, then attitudes and needs, namely employees who are experienced and have knowledge in their fields, and finally skills and abilities, namely employees who have experience and are skilled in implementing technical aspects of his work in the licensing service.

The influence of the quality of human resources on service quality

The influence of the variable quality of human resources on service quality is positive. This means that improving the quality of human resources will be followed by improving the

quality of service, if other factors that affect the size of human resources are considered constant. This study shows a positive influence on human resources service quality. This can be seen from the results of direct interviews; the results obtained that the quality of human resources has a positive effect on service quality.

The results of this study are the same (Howlett, 1998; MacRae, 2013) states that basically, the quality of public services includes aspects of human resource capabilities consisting of skills, knowledge, and attitudes that are sought to be improved, then this will affect the implementation of their duties, and if the implementation of the tasks If done professionally, it will produce good service quality. The results of this study also support the results of previous research (Umar, Amrin, et al., 2019; Yusriadi, Sahid, et al., 2019); the conclusion is that the quality of human resources has a significant and positive effect on service quality. Furthermore, in another study (Ansar et al., 2019), based on the results of the study, it can be concluded that there is a strong influence between the quality of personnel resources on service quality. Then other research (Umar, Hasbi, et al., 2019), based on the research results, it can be concluded that there is a significant influence between the human resource competence variables on service quality.

Managerial implications for the influence of HR quality on service quality are compatibility between the services expected from the licensing agency and the services received or perceived by the community or the perceived results, namely by improving the quality of human resources using physical abilities, namely employees are always seen to have good health and physical fitness to support daily work. Intellectual abilities, namely employees, are always seen to have knowledge and skills in science and technology following the demands of their work. Psychological ability, namely, employees always look honest, which is based on similarities between thoughts, words, and actions and their responsibilities.

The effect of training on service quality through the quality of human resources

This study shows a positive influence of training on service quality through the quality of human resources. This can be seen from the results of the indirect analysis of training through the quality of human resources having a significant influence on service quality; thus, the quality of human resources can influence training on service quality.

Managerial implications for the effect of training on service quality through HR quality are the quality of human resources with personnel resources who not only can complete their work but also develop themselves and encourage the self-development of their colleagues to be able to influence training with employee participation in the process of teaching knowledge and specific skills. As well as attitudes, so that employees are increasingly skilled and able to carry out their responsibilities better, following standards for service quality with apparatus resources that not only can complete their work but also to develop themselves and encourage the self-development of their colleagues.

The effect of work experience on the quality of service through the quality of human resources

This study shows that there is a positive influence of work experience on service quality through the quality of human resources. This can be seen from the results of the indirect effect of work experience through the quality of human resources, which significantly influences service quality; thus, the quality of human resources can influence work experience on service quality. The managerial implication of the effect of work experience on service quality through the quality of human resources is that the quality of human resources with personnel resources who not only can complete their work but also develop themselves and encourage the self-

development of their colleagues can influence work experience with the level of mastery of knowledge. as well as measurable skills of employees in their work and years of service from the level of knowledge and skills possessed to the quality of service with apparatus resources that not only can complete their work but also to develop themselves and encourage the self-development of their colleagues.

Conclusion

The results of the study show that the variables of training and work experience have a direct and indirect effect on improving the quality of human resources and service quality, so the existence of training and work experience variables needs to be maintained, especially in improving the quality of human resources and service quality. Training and work experience can be a reference for leaders at the Makassar City Licensing Service in making organizational policies related to improving human resources and service quality. This study took the research object: the Makassar City Licensing Service, South Sulawesi Province, Indonesia. Thus, the conclusions obtained in this study are certainly not yet possible to be generally accepted conclusions when applied to other objects outside the object of this research. For future research, it is recommended to add other independent variables besides training, work experience, and quality of human resources, which can affect service quality variables so that they complement this research more because there are other variables outside of this study that might affect service quality.

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