

THE ROLE OF HUMAN RESOURCE TRAINING AND DEVELOPMENT IN IMPROVING THE QUALITY OF PUBLIC SERVICES IN BANDUNG CITY

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Abstract

This study examines the role of human resource training and development in improving the quality of public services in Bandung City. Public service quality is an important indicator in measuring the effectiveness of local government performance. In the era of digital transformation and bureaucratic reform, government employees are expected to possess adequate competencies, professionalism, and responsiveness in serving the community. This research uses a qualitative descriptive method through literature study and analysis of secondary data obtained from journals, government reports, and regulations related to public service and human resource development. The findings indicate that training and development programs contribute significantly to improving employee competence, work discipline, communication skills, and service efficiency. Furthermore, the implementation of competency-based training supports the realization of transparent, accountable, and citizen-oriented public services. However, several challenges remain, including unequal training opportunities, limited budgets, and resistance to organizational change. Therefore, the Bandung City Government needs to strengthen sustainable human resource development policies to achieve optimal public service performance.

Keywords: competency, human resource development, public service, service quality, training

INTRODUCTION

Public service is one of the essential responsibilities of government institutions in fulfilling the needs of society. The quality of public service reflects the effectiveness, accountability, and professionalism of government administration. In Indonesia, particularly in Bandung City, public service improvement has become an important agenda in supporting bureaucratic reform and regional development. The increasing expectations of society toward fast, transparent, and responsive services require government institutions to continuously improve the competence of their employees. Human resources are considered a strategic asset in achieving organizational goals. Without competent employees, the implementation of public services cannot run effectively. Training and human resource development are important instruments in improving employee capabilities, knowledge, and attitudes. Through systematic training programs, government employees can adapt to technological developments, understand public service standards, and improve communication skills with the community.

Bandung City Government has implemented various training and competency development programs to support the improvement of public service quality. The implementation of digital services and smart city initiatives also encourages the need for more adaptive and innovative human resources. Several previous studies indicate that training and development significantly influence employee performance and service quality. According to Sedarmayanti (2017), human resource development aims to improve technical, conceptual, and moral competencies of employees. Meanwhile, Sinambela (2019) explains that quality public service can only be achieved through professional and competent public servants. Based on this background, this study aims to analyze the role of training and human resource development in improving the quality of public services in Bandung City.

LITERATURE REVIEW

Human resource development refers to continuous efforts to improve employee competencies through education, career development, and organizational learning. Armstrong (2018) states that human resource development focuses on preparing employees to face future challenges and organizational changes.

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In government institutions, human resource development is closely related to bureaucratic reform, organizational professionalism, and public accountability. Sustainable development programs can improve employee motivation and work commitment.

Public Service Quality

Public service quality refers to the ability of government institutions to meet public expectations effectively and efficiently. Parasuraman et al. (1988) identify several dimensions of service quality, including reliability, responsiveness, assurance, empathy, and tangibles. High-quality public services create public trust and satisfaction toward government institutions. Therefore, improving employee competence through training and development is necessary to achieve service excellence.

Previous Studies

Several studies have discussed the relationship between training and public service quality. Research by Rahayu (2021) found that employee training positively affects administrative service performance in local governments. Another study by Prasetyo and Nugraha (2022) showed that competency-based human resource development improves employee responsiveness and public satisfaction. Although previous studies have examined training and service quality, research specifically focusing on Bandung City remains limited. Therefore, this study contributes to understanding the implementation of human resource development policies in improving public service quality in Bandung City.

METHOD

This study uses a qualitative descriptive approach. The qualitative method was chosen because it allows researchers to analyze social phenomena comprehensively and systematically.

Research Design

The research focuses on analyzing the implementation of training and human resource development programs in Bandung City Government institutions and their impact on public service quality.

Data Collection Techniques

Data were collected through:

1. Literature study from journals, books, and previous research.
2. Documentation analysis from government reports, regulations, and policy documents.
3. Secondary data related to public service performance and employee competency development.

Data Analysis Techniques

The collected data were analyzed using descriptive analysis techniques. The analysis process includes data reduction, data presentation, interpretation, and conclusion drawing.

Table 1 presents indicators used in analyzing training and public service quality.

Table 1. Indicators of Training and Public Service Quality

Variable	Indicators
Training	Technical skills, communication, digital literacy
Human Resource Development	Career development, competency improvement
Public Service Quality	Responsiveness, efficiency, transparency

RESULTS AND DISCUSSION

Improvement of Employee Competence

The findings of this study indicate that training and human resource development programs have a significant role in improving employee competence in Bandung City Government institutions. Employees who participate in training programs demonstrate better understanding of administrative procedures, communication techniques, and public service standards. Competency improvement is reflected in employees' ability to provide faster, more accurate, and more professional services to the community. The implementation of competency-based training also supports employees in adapting to technological developments and digital transformation within public administration. Bandung City has increasingly implemented e-government and smart city initiatives, requiring employees to possess digital literacy skills. Through digital training programs, employees become more capable of operating online service systems, managing electronic documents, and responding to public complaints effectively.

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Moreover, communication and customer service training improve employees’ attitudes and professionalism in interacting with citizens. Employees become more responsive, disciplined, and confident in handling public service activities. This condition contributes positively to organizational performance and public trust toward government institutions.

Table 2. Employee Competency Improvement After Training Programs

No	Competency Indicators	Before Training	After Training	Impact
1	Administrative Skills	Limited understanding of procedures	Better understanding of service procedures	Faster administrative services
2	Communication Skills	Less effective interaction with citizens	Improved communication and responsiveness	Increased public satisfaction
3	Digital Literacy	Limited technology utilization	Better ability to operate digital systems	More efficient online services
4	Problem-Solving Skills	Slow complaint handling	Faster and more accurate solutions	Improved service effectiveness
5	Work Discipline	Inconsistent service performance	More professional work attitudes	Better organizational productivity

Public Service Efficiency

Human resource development contributes significantly to improving public service efficiency in Bandung City. The study findings reveal that employees who receive regular training are more capable of completing administrative tasks quickly and accurately. Training programs improve employees’ technical abilities and understanding of work procedures, resulting in more effective service delivery. The implementation of integrated digital systems supported by employee training has reduced bureaucratic complexity and shortened service processing times. Citizens can access public services through online platforms without experiencing long waiting periods. This reflects the success of digital transformation in supporting efficient public administration. In addition, training programs strengthen coordination among employees and departments. Better coordination minimizes administrative errors and enhances organizational productivity. As a result, public service institutions become more transparent, accountable, and citizen-oriented.

Table 3. Impact of Training on Public Service Efficiency

No	Service Indicators	Before Training	After Training
1	Service Speed	Long processing time	Faster administrative process
2	Accuracy of Documents	Frequent administrative errors	More accurate documentation
3	Coordination Between Employees	Less effective coordination	Improved teamwork and communication
4	Digital Service Utilization	Limited online service implementation	Increased use of e-government systems
5	Transparency	Information difficult to access	Easier public access to information

Public Satisfaction Toward Public Services

The improvement of employee competencies and service efficiency positively influences public satisfaction in Bandung City. Citizens perceive public services as more responsive, transparent, and accessible after the implementation of employee training and development programs.

Employees who receive customer service and communication training are better prepared to handle complaints and provide accurate information to citizens. Their improved professionalism creates positive interactions between government institutions and the public. Consequently, public trust toward local government institutions increases.

Public satisfaction is an important indicator in evaluating service quality. According to Parasuraman et al. (1988), service quality is influenced by reliability, responsiveness, assurance, empathy, and tangible aspects. The findings of this study demonstrate that training and development programs strengthen these dimensions within public service institutions.

Table 4. Public Satisfaction Indicators

No	Satisfaction Indicators	Community Perception
1	Responsiveness	Employees respond more quickly to public needs
2	Reliability	Services are more accurate and consistent
3	Transparency	Information is easier to obtain
4	Empathy	Employees show better attitudes and politeness
5	Accessibility	Public services become easier to access digitally

Discussion

The findings of this study support Armstrong’s (2018) theory that human resource development is an essential strategy for improving organizational effectiveness and employee adaptability. Sustainable training programs improve technical skills, communication abilities, and professional attitudes required in modern public administration. This study also supports Sinambela’s (2019) argument that quality public service can only be achieved through competent and professional public servants. Employees who receive regular training become more capable of delivering responsive and accountable services to citizens. Furthermore, the results align with the SERVQUAL theory proposed by Parasuraman et al. (1988). The dimensions of responsiveness, reliability, assurance, empathy, and tangibility improve after the implementation of training and development programs. Therefore, human resource development becomes an important factor in achieving excellent public service quality.

Challenges in the Implementation of Human Resource Development

Despite the positive impacts of training and development programs, several challenges remain in their implementation within Bandung City Government institutions.

Limited Budget Allocation

One of the main obstacles is limited financial support for training programs. Some institutions are unable to conduct regular competency development activities due to budget constraints. This affects the sustainability and quality of employee development programs.

Unequal Training Opportunities

Another challenge is the unequal distribution of training opportunities among employees. Employees in strategic departments often receive more training access than employees in smaller administrative units. This condition creates competency gaps within organizations.

Resistance to Organizational Change

Resistance toward digital transformation and organizational innovation also becomes an obstacle. Some employees still prefer traditional administrative systems and are reluctant to adopt new technologies. Therefore, organizational change management and leadership support are necessary.

Table 5. Challenges in Human Resource Development

No	Challenges	Effects
1	Limited Budget	Reduced frequency of training programs
2	Unequal Training Opportunities	Competency gaps among employees
3	Resistance to Change	Slow adaptation to digital transformation
4	Limited Facilities	Training effectiveness becomes less optimal
5	Lack of Motivation	Reduced employee participation in development programs

Strategies for Improving Public Service Quality

Several strategies can be implemented to improve public service quality in Bandung City. First, the government should increase investment in competency-based training programs to ensure sustainable employee development. Second, digital literacy and technology training should be expanded to support e-government implementation. Third, regular performance evaluations should be conducted to measure employee competencies and training effectiveness. Fourth, leadership and managerial development programs should be strengthened to improve organizational effectiveness. Finally, equal access to training opportunities should be provided for all employees to reduce competency disparities.

Table 6. Strategies for Improving Public Service Quality

No	Strategies	Expected Outcomes
1	Competency-Based Training	Improved employee professionalism
2	Digital Literacy Programs	Better implementation of e-government
3	Performance Evaluation	Improved employee productivity
4	Leadership Development	Stronger organizational management
5	Equal Training Opportunities	Reduced competency gaps
6	Innovation and Organizational Learning	Sustainable public service improvement

Through sustainable human resource development, the Bandung City Government can strengthen organizational professionalism, improve employee performance, and provide high-quality public services that meet community expectations.

CONCLUSION

Training and human resource development play an important role in improving the quality of public services in Bandung City. The findings of this study indicate that competency-based training programs contribute significantly to improving employee professionalism, communication skills, digital literacy, and work discipline. Employees who receive regular training are more capable of delivering faster, more accurate, and more responsive public services. Human resource development also supports the implementation of digital transformation and bureaucratic reform within Bandung City Government institutions. The use of e-government systems and digital public services becomes more effective when employees possess adequate technological competencies. As a result, public services become more transparent, efficient, and accessible to the community.

Furthermore, the study reveals that improved employee competencies positively influence public satisfaction and trust toward government institutions. Citizens perceive public services as more reliable, responsive, and citizen-oriented after the implementation of training and development programs. However, several challenges remain in implementing human resource development programs, including limited budget allocation, unequal training opportunities, and resistance to organizational change. Therefore, the Bandung City Government needs to strengthen sustainable competency development policies, expand digital literacy programs, and provide equal access to training opportunities for all employees. In conclusion, sustainable human resource training and development are essential strategies for achieving professional, accountable, and high-quality public services in Bandung City.

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