

# Human Resource Development Strategy in Improving Service Excellent

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**Abstract.** *This research aims to find out the Human resource development strategy in improving Service Excellent at PT. Penjaminan Kredit Daerah (Jamkrida) South Sulawesi, a Regional Owned Enterprise of the South Sulawesi Provincial Government. This research was conducted at PT. Penjaminan Kredit Daerah (Jamkrida) South Sulawesi. The data used were primary data and secondary data. Data collection was done through observation, interview, and documentation techniques. The data that has been collected is then processed and analyzed descriptively through the stages of data reduction, data presentation, and conclusion drawing. The results of this study indicate that to improve Service Excellent at PT. Penjaminan Kredit Daerah (Jamkrida) South Sulawesi, HRD conducts regular training and development to improve service quality so that it is expected to satisfy customers / prospective customers. Training and development of human resources carried out by PT. Penjaminan Kredit Daerah (Jamkrida) South Sulawesi include service excellence training or excellent service which aims to provide the best service to customers/prospective customers and socialization of consumer complaint resolution in Financial Services Business Actors. Good complaint handling will increase consumer confidence, which in turn can also increase consumer loyalty. In the end, customer loyalty will increase the company's revenue potential (profitability). It can be concluded that providing training to employees is the main strategy carried out by the HRD of PT. Penjaminan Kredit Daerah (Jamkrida) South Sulawesi, to increase service excellent and work productivity.*

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## INTRODUCTION

Along with the rapid development of the economy in Indonesia, for that reason, development in all sectors, both in the center and in the regions, has certainly experienced quite rapid growth. This is inseparable from the role of the Guarantee Company in terms of guaranteeing the implementation of development projects and helping small, micro and medium enterprises (MSMEs) gain access to financing or credit from Banks and Non-Bank Financial Institutions. Regional-Owned Enterprises (BUMD) are business entities whose capital is wholly or mostly owned by the Region. Government Regulation Number 54 of 2017 concerning Regional-Owned Enterprises, the capital of BUMD comes from separated Regional Government assets, separated regional assets are regional assets originating from the APBD to be used as capital participation in BUMD and will be accounted for separately (Fungsiawan et al., 2022). BUMD consists of: (1) Regional Public Company is a BUMD whose capital is entirely owned by one region and is not divided into shares and (2) Regional Limited Liability Company is a BUMD in the form of a limited liability company whose capital is divided into shares, all or at least 51% (fifty one percent) of which are owned by 1 (one) Region. Regional Government-Owned Enterprises (BUMD) The South Sulawesi Provincial Government has 4 BUMDs, one of which is PT. Regional Credit Guarantee (Jamkrida) which is one of the guarantee companies in Indonesia that has a guarantee product permit in the form of (1) Working capital credit guarantee; (2) Investment

credit guarantee; (3) Consumer credit guarantee; (4) Bid Bond (Offer Guarantee); (5) Performance Bond (Implementation Guarantee); (6) Advance Payment Bond (Down Payment Guarantee); (7) Retention Bond (Maintenance Guarantee); and (8) Counter Bank Guarantee.

The role of the Guarantee Company in this context is to support economic development in the form of providing guarantees to the recipient of the guarantee (Bank or Employer) if the debtor or work implementer fails to complete their obligations (Suwanto et al., 2020). For entrepreneurs who work on government projects, both APBD and APBN, they get convenience in the form of the availability of guarantees (Surety Bonds) in the form of Bid Bonds, Performance Bonds, Advance Payment Bonds or Retention or Maintenance Bonds which must be there as stated in the Presidential Regulation (Perpres) on Procurement of Goods and Services Number 16 of 2018 (Dewi et al., 2020). The main purpose of establishing every company, especially in the form of a Limited Liability Company (PT), is the profit allocated for shareholders and stakeholders of PT. Regional Credit Guarantee (Jamkrida) of South Sulawesi as a BUMD of the South Sulawesi Provincial Government is a deposit of PAD (Regional Original Income) in the form of dividends to the South Sulawesi Provincial Government as the majority shareholder (Ohy et al., 2021; Ikasari et al., 2021).

The rapid need for guarantees in Indonesia, especially South Sulawesi and the possibility of increasing to Southeast Sulawesi and North Sulawesi, as happened in several Jamkrida that performed well and met all OJK provisions, were given an expansion of operational areas in bordering provinces. The description presented above provides a very big opportunity for Guarantee companies, especially PT. Regional Credit Guarantee (Jamkrida) South Sulawesi BUMD South Sulawesi Provincial Government to further develop and market products, achieve large guarantee volumes and obtain greater Guarantee Fee income so that it ultimately creates greater profits and PAD (Regional Original Income). Since fully operating in January 2017 as a new company with a minimum capital according to the provisions of the Financial Services Authority (OJK), namely IDR 25,000,000,000 (twenty five billion) has many shortcomings, one of which is in terms of Human Resources (HR). The growth of the company depends on its HR or people who act as actors, strategists, and planners in order to achieve organizational goals. Human resources (HR) are not only seen as the most significant assets, but they are also seen as valuable resources that can be improved and repaired.

The success or failure of a company can be determined by the knowledge, ability, expertise, entrepreneurial spirit, physical and mental health, talent, work ethic, and work motivation of quality individuals (Asy'ari & Sukmaningrum, 2022; Indrasari & Kartini, 2021). The effectiveness of an organization is greatly influenced by its HR management. Employee performance increases when they are highly motivated, innovative and creative. Therefore, HR skill enhancement is necessary. Through staff development and training, employee skills are enhanced. At this stage of employee development, training activities and human development activities are two important components of work that cannot be separated from each other (Garofano & Salas, 2021). Moreover, in today's business where competition is very tight, competitive human resources are also needed along with other factors such as capital, technology, and others. Of course, as consumers, the public also begins to have critical information that leads to demands for quality service. Quality of service for consumers is the most important need to support the success of a company.

Quality of service significantly affects how services are provided, especially in service-related businesses (Chumpitaz & Papparoidamis, 2004). Service is concern for customers by providing the best service to facilitate the ease of fulfilling needs to realize their satisfaction so that they are always loyal. The service provided is said to be good and can establish a sustainable relationship if customers have felt helped, appreciated, protected, cared for and accepted (Bendapudi & Berry, 1997). Basically, excellent service aims to provide services that can meet and satisfy customers. Service will be useful for efforts to improve the company's reputation in the eyes of the public as customers. Service is also the key to success in various activities or businesses. If an institution does not have good service, it is certain that the financial institution

will not have many loyal customers (Duncan & Elliott, 2004; Mohsan et al., 2011)). Service is one of the very important factors in an activity or business, especially in a service business. If an institution has good service quality, it will be able to get customers or clients easily, because a customer not only needs a product from an institution, but also good and satisfying service quality. PT. Jamkrida South Sulawesi Human Resources in the service section, namely customer service, only has 1 (one) employee, of course, the human resources in the service section have a strategy to improve the quality of their service so that customers feel comfortable.

## **METHODS**

The research used in the development of this thesis is a qualitative field research, namely research that is intended to understand the phenomena experienced by research subjects and produce descriptive data not in the form of written words and the behavior of the people observed. In the qualitative method, participants are not treated as objects, but as subjects. In this way, participants feel that they are considered valuable, because the information they provide is very useful. This research is carried out in a basic, in-depth and process-oriented manner. Descriptive qualitative research also includes research that is intended to describe existing phenomenological compounds, both natural and human-made. These phenomenological compounds can include activities, characteristics, variations, similarities, and differences between one phenomenological compound and another. This research was conducted at the office of PT. Regional Credit Guarantee (Jamkrida) of South Sulawesi, a Credit Agency Owned by the Regional Government of South Sulawesi Province". which is located at Jl. Sulngai Saddang Lama, Pisang Sellatan, Uljulg Pandang Subdistrict, Makassar City, South Sulawesi 90141.

## **RESULTS AND DISCUSSION**

The strategy implemented by PT. Regional Credit Guarantee Agency (Jamkrida) South Sulawesi, a Regional Government-Owned Institution of South Sulawesi Province, has experienced changes over time, which is related to changes in the company's structure, this indirectly also affects the development of its human resources. Human Resources greatly influences the service provided by employees to their customers, as explained by Head of HR, Finance and IT who has served for more than 5 years.

*"If it were not for long, HR development would not have been as systematic as it is now. Now we have started professional competence, we include qualified employees to take training outside. If they are qualified, there are always direct briefings from the Directors."*

The strategy to improve services implemented by the management of human resource resources at PT. Regional Credit Guarantee Agency (Jamkrida) South Sulawesi, the Regional Government-Owned Credit Agency of South Sulawesi Province, uses several policies that are adjusted to several considerations and targets. Several policies can be explained as follows:

### **Human Resource Recruitment and Selection System**

PT. Regional Credit Guarantee (Jamkrida) of South Sulawesi, the Business Agency of the South Sulawesi Provincial Government, has tried to improve the quality of human resources because PT. Regional Credit Guarantee (Jamkrida) of South Sulawesi, the Business Agency of the South Sulawesi Provincial Government, believes that with good human resources, it will be able to maintain competitive advantage, business continuity and service of PT. Regional Credit Guarantee (Jamkrida) of South Sulawesi, the Business Agency of the South Sulawesi Provincial Government, because the quality of human resources is very important in improving the competitiveness of the company. One of the ways to recruit qualified human resources is through ongoing professional training and recruiting qualified human resources. The results of an interview with Head of Human Resources, Human Resources and IT, the model used in recruiting prospective employees of PT. Regional Credit Guarantee Agency (Jamkrida) South Sulawesi, the South Sulawesi Provincial Government's Regional Business Agency uses a telephone recruitment system through a website address, but there is also a local selection system that is carried out

directly based on the policies of the company's human resource management leadership (Stahl et al, 2012).

The recruitment process is carried out by PT. Regional Credit Guarantee (Jamkrida) of South Sulawesi Province, a business entity owned by the South Sulawesi Provincial Government, selectively carried out by a professional institution or PT. Regional Credit Guarantee (Jamkrida) of South Sulawesi Province, a business entity owned by the South Sulawesi Provincial Government, with stages of selection through administrative tests, interviews, basic psychological tests from the office's internal, psychological tests from external parties and final interviews which are then completed by authorized officials to write down the results in accordance with the company's operational standards or specifications (Arter, 2002).

### **Human Resource Placement System**

The placement of human resources is a company's obligation to channel the best possible human resource capabilities by placing the right human resources or the most suitable position. According to Schullelr and Jackson, the placement of human resources is related to the matching of a person with the position he holds based on the availability and knowledge, skills, abilities and personality of the human resources themselves. PT. South Sulawesi Regional Credit Guarantee (Jamkrida) is a regional-owned business agency of the South Sulawesi Provincial Government. In determining the placement of work positions for human resource management employees, it always takes into account the expertise, skills and abilities possessed by each employee (Sukawati et al., 2020; Bratton et al., 2021).

According to Andi Tenri Awaru, Head of HR, General and IT, in order to carry out placement of existing human resources, a human resources placement plan should be prepared first. The plan should include how many workers are needed, where the workers will be placed, and what job requirements must be met by the relevant human resources in order to occupy the position. After the plan is completed, the input of prospective workers and other information obtained is processed through a selection processing tool, which is related to the suitability of the knowledge, skills, and experience of the candidate with the planned placement position. After the initial process is completed, an output will be obtained, namely the placement of human resources at the position that has been reflected. After receiving various new human resources. The next step is to introduce them to their new environment, namely work, new jobs in institutions or agencies and with other human resources (Ahmad, 2015).

### **Human Resource Development**

The implementation of human resource development is one of the real steps in realizing the organization's goals in accordance with the expected results. The development of human resource development is also a systematic and conceptual action and planning so that the ability of employees to carry out their duties can be further improved. The goal is to be a means to increase employee work productivity in carrying out the tasks that have been set.

The improvement of human resource development of PT. Regional Credit Guarantee (Jamkrida) South Sulawesi, a business entity owned by the South Sulawesi Provincial Government as follows:

#### ***Planning for Human Resource Development***

Human resource development is an important activity to be carried out. Therefore, planning is needed so that human resource development activities can run well according to expectations. Planning is needed so that in implementing human resource development, there are guidelines and activities that are more focused, so that they can achieve targets. This is in accordance with the presentation of the Head of HR of PT. Jamkrida Sullsell that: "Planning is important, so that it is more focused and does not just do anything. With the planning, later it will be known what the goal is, the target and the target of the activity, so that in its implementation there is already a guideline. From the statement of the speaker above, it can be seen that planning in the development of human resource resources forgets a very important thing. The existence of

planning is to know the goal, target and target that is to be achieved by educational institutions. In addition, with the planning, all activities will be directed and well-constructed so as to minimize failure in implementation across human resource development activities to improve educator performance. Planning the development of human resource resources is through the following activities that have been implemented in the Business Plan of PT. Jamkrida South Sulawesi:

### ***Neleld Asselsmelnt / Needs Analysis***

Analysis of the needs of human resource resources is part of the planning activities for the development of resources. This Neleld Asselsmelnt is important to know the competence of employees, especially pedagogical competence related to their profession as an employee and personality competence, namely discipline and responsibility in carrying out their profession. In analyzing needs related to their competence, it can be done through several methods, namely: Interview with employees, Collect data from other sources such as colleagues and even customers to see the competence and service, Conduct deliberations.

### ***Program implementation***

In addition to the existence of the assets, every end of the year the Company's Business Plan will be implemented for the next year. The implementation of the business plan is part of the planning of human resource development. In the planning activity, several parties are involved, namely the Commissioner, Directors, Head of Section and staff. This is in accordance with the presentation from the Business Plan Provision Section "The main activity of planning is to conduct an analysis of HR needs, then at the end of each year the company's business plan is proposed, including in it related to HR development.

### ***Employee Intellectual Development (Formal Education)***

In order to improve the quality of service, professional human resources must be prepared. Based on the facts in the research object shows that professional resources are still limited, therefore cooperative and anticipatory actions are needed so that resources are completed according to the expected qualifications. Based on the phenomena that occur in the research object, one of the strategic choices to answer the problems that occur is to develop intellectual abilities according to the scientific disciplines they have. In connection with this, PT. Jamkrida South Sulawesi has provided opportunities for staff to continue their education at a higher level. Because it is believed, through the development of intellectual abilities, it can increase knowledge and add insight to think critically, analytically, innovatively and creatively to support the smooth running of work. From the results of the study showed that PT. Jamkrida South Sulawesi in developing employee skills was able to add several employees who had Bachelor's and Master's degrees.

*"According to the Head of HR, in order to achieve the targeted performance improvement, PT. Regional Credit Guarantee (Jamkrida) South Sulawesi, a Regional-Owned Business Agency of the South Sulawesi Provincial Government, has a strong commitment to consistently and continuously develop employee potential through learning processes, including organizing various education, training and workshops both internally and externally in collaboration with educational institutions. Education and training are expected to improve employee knowledge and skills in increasing work productivity, risk management, corporate culture and professionalism. PT Jamkrida Sullsell carries out quality improvement of Human Resources Resources as well as competency improvement through education, training and employee development following Training Network Analysis (TNA)."*

Efforts to improve human resource are efforts taken by PT. Jamkrida Sullsell to produce quality human resource resources, both in work and out of work. Efforts taken to improve human resource resources are employee development.

*“According to Head of HR, the development carried out by the company in improving skills, knowledge and attitudes in order to improve current and future performance by paying attention to the tasks and obligations faced now. Thus it can be seen that the purpose of development is to help an employee in developing his and her skills and abilities when implementing all fields of work and can improve their performance. The development carried out by PT. Jamkrida South Sulawesi to improve the quality of service is skills training. The skills training carried out includes service electronic, cost analysis, SOP preparation, and accounting. This training is usually followed by all employees of PT. Jamkrida South Sulawesi.”*

### **Career Development / Promotion**

Career development / promotion is one of the awards given to employees because the person concerned has exceeded the qualifications reflected. Career development is usually given on the basis of employee work achievements and other required considerations (Muamarizal et al., 2015). However, along with the implementation of regional autonomy, people whose careers are developed are not always based on achievement considerations but rather use political attachments. Career development in the form of promotion forgets the dynamics of the organization in order to create employees to be more motivated to improve their achievements. Based on the results of the interview with the Head of HR that employee promotions carried out in the PT. Jamkrida South Sulawesi work environment, most of the employees whose careers have been developed have been included in the job analysis. In the last 3 years, there have been 2 people whose careers have been developed. Of the total number of respondents, one of them is from the Head of Selection staff.

### **Rewards**

Rewards can increase employee motivation so that employee performance will also increase. Rewards can be given to employees who excel so that employees always feel motivated to improve their performance (Mora et al., 2019). According to the Head of Human Resources, the rewards given do not have to be in the form of material, but they also have to be rewards that will increase the enthusiasm of educators in carrying out their duties. To achieve maximum service, PT. Jamkrida South Sulawesi is committed to providing fast and efficient service. This includes a streamlined administration process and timely collateral assessment, so that business actors do not experience delays in obtaining financing (Wulandari, 2022).

PT. Jamkrida South Sulawesi also plays a role in providing education and training to business actors regarding financial management, credit requirements, and risk management. This helps business actors to better understand and utilize the available facilities optimally and conduct Evaluation and Monitoring to ensure that the guarantees provided are effective and support business growth, PT. Jamkrida South Sulawesi conducts periodic evaluations and monitoring of the implementation of guarantees and the performance of business actors.

Customer service is a basic thing that must not be ignored by PT. Jamkrida South Sulawesi. The service and ethics of bank employees are very important for customers because with good and correct service and ethics will create sympathy, both from customers and from competitors of other repayment services. Customer sympathy will create trust so that the marketing of the product of the service will be smoother. Service and ethics are the attraction for potential customers to become customers, and do not create unhealthy competition between fellow service providers and various FrontLiners and Marketing who have direct contact with customers (Suputra, 2021). The results of the interview with the Head of HR that the company strives to provide the best service as a form of customer care. Excellent service is essentially forgetting the service that has been given to the maximum and forgetting the key to the success of the company's letter, namely that the company carries out maximum service in order to gain recognition from customers for the high quality given by PT. Jamkrida South Sulawesi. Service forgets the concept of using very good quality standards with the aim of fulfilling and exceeding customer expectations, therefore excellent service is often known as high quality service.

## Human Resource Development Strategy

Based on the interview conducted by the researcher, the researcher can obtain the result that how important is the development of human resources for the institution, especially the business actors of the examination service can improve the quality of service to customers, so it is undeniable that the development program must be carried out in order to attract customer interest and increase insight and better skills for employees. It is proven that various development programs are followed by employees at PT. Jamkrida South Sulawesi as well as training and others can increase insight, increase productivity, discipline, professionalism, expertise, ability, both conceptually and technically as well as employee skills in improving their service quality. It can also have an impact on personality, such as being more skilled in explaining products to customers, but still having a good personality, serving wholeheartedly, responsibly, and politely. So that customers feel comfortable to make transactions (Sanita et al., 2019). Training is very influential for human resource sources because with the existence of training, human resource sources will be encouraged to increase their work productivity. If this is done, it will make customers more interested. Customers become the main target for developing service quality (Rahman, 2004). Because if customers feel happy and satisfied with the service, then this will have a positive impact on the company itself. One of them is improving the good image in the eyes of the public and resulting in increasing the profitability of the company.

Human resource management, or HRM, is a science or a way to manage the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the goals (goals) of the company, employees and the community are achieved to the maximum (Almasri, 2016; Utama & SE, 2020). As stated by Human resource management (HRM) is a technique or procedure related to the management and utilization of school/madrasah or agency personnel (HRM), both educational staff and administrative staff effectively and efficiently depends largely on the ability of the principal/madrasah both as a manager and leader in the educational institution. From this understanding, it can be concluded that Human Resource Management is a process of managing human resources that involves management functions in an organization to achieve goals effectively and efficiently (Mahapatro, 2021). Presentation of data from research on HRM management at PT. Jamkrida South Sulawesi as explained above, the discussion consists of the recruitment, selection and development systems of the workforce. Recruitment at PT. Jamkrida South Sulawesi in order to have quality employees is very dependent on the quality of the recruitment process. The better the process, the greater the possibility of getting individuals who are very qualified as expected. According to Mangkunegara in Subekhi & Jauhar, there are various views on the stages in the human resource selection process in the company, the stages are Psychological Tests and Interviews.

In this case, recruitment at PT. Jamkrida South Sulawesi has several stages, namely administrative selection, interviews, internal and external psychological tests. PT. Jamkrida South Sulawesi places employee work positions always considering the expertise, skills and abilities possessed by employees. This is in line with the theory of Schuler and Jackson that the placement of human resources is related to matching a person with the position he holds based on the needs and knowledge, skills, abilities and personality of the resource. Operationally, it can be formulated that training is a process that includes a series of actions (efforts) that are carried out intentionally in the form of providing assistance to workers carried out by professional training personnel in a unit of time that aims to improve the work ability of participants in certain fields of work in order to increase effectiveness and productivity in an organization.

Bariqi (2018) said that training is a short-term educational process using systematic and organized procedures, so that operational employees learn technical knowledge and skills for certain purposes. Meanwhile, according to Maulyan (2019) Training is an activity that is intended to improve and develop attitudes, behavior, skills and knowledge of its employees according to the wishes of the company. From this statement and according to the training plan data compiled in the PT. Jamkrida South Sulawesi Business Plan, there are 36 types of training that will be

followed by Jamkrida employees and data in the realization of the business plan shows that 29 trainings have been realized.

Results of interviews with PT. Jamkrida South Sulawesi has 2 people who were promoted based on their expertise and abilities. In theory states that if promotions are given to competent people. 5. Rewards According to Nazarini (2017) the indicators of rewards are salary, bonuses and incentives, allowances, welfare, career development, psychological and social awards. This is not in line with PT. Jamkrida South Sulawesi which has not yet provided rewards in the form of bonuses and incentives.

### **Excellent Service at PT. Jamkrida South Sulawesi**

An evaluation was conducted to assess the quality of service provided by PT. Jamkrida South Sulawesi, drawing upon the research of Suryantoro & Kusdyana (2020) according to their theory, service quality is determined by five key dimensions: Tangible, Reliability, Responsiveness, Assurance, and Empathy. The explanation provided below outlines the results and qualitative analysis of each dimension of service quality: To achieve a high standard of service excellence, it is necessary to implement necessary changes and improvements that result in customer satisfaction. This study examines the tangible dimension through various indicators, including the appearance of the apparatus during service provision, the comfort of the service location, the ease of the service process, the discipline of the officers in providing services, and the accessibility of customers in making service requests. There are multiple service indicators being implemented at PT. Jamkrida South Sulawesi that are not currently meeting the established service standards. One inconvenience that arises from the absence of a car park in front of the office is that customers are compelled to search for parking spaces in the vicinity and subsequently walk to their destination. In essence, the current reality does not align with the established theory regarding the factors that determine service quality. Reliability encompasses the capacity to deliver services as promised, ensuring promptness, precision, and utmost satisfaction for service users (Dwiatmoko et al., 2020).

The dependability of officers in delivering services greatly benefits the community in receiving services promptly and effortlessly. It is expected that every officer possesses a high level of knowledge, expertise, independence, mastery, and professionalism in their work. This ensures that the services provided are of satisfactory quality, without any complaints or negative impressions from the community (Ofosu-Kwarteng, 2012). The study focuses on evaluating the reliability dimension based on various indicators. These indicators include the accuracy of officers in serving, the presence of clear service standards, the proficiency of officers in utilizing tools during the service process, and the expertise of officers in delivering the service. One of the challenges identified at PT. Jamkrida South Sulawesi is the inefficiency in administrative processing. This can be attributed to the constrained quantity of personnel available. The shortage of personnel leads to a delay in the completion of administrative tasks. The essence of dependable service lies in the competence of each officer. They must possess a deep understanding of work procedures, mechanisms, and the ability to rectify any deviations or deficiencies that may arise.

Additionally, they should be capable of effectively guiding and providing clear instructions to the community regarding any aspects of the service that may be unclear. This will ultimately have a positive impact on the overall quality of the service. However, it is worth noting that the current level of proficiency among officers remains subpar. Ensuring officer reliability in delivering prompt, accurate, effortless, and seamless services is a prerequisite for evaluating individuals (Mirnasari & Suaedi, 2013). The responsiveness dimension focuses on providing prompt and efficient responses to all complaints from service users. Being responsive to service users is a crucial factor in achieving service success. When service providers prioritize attitudes, desires, and commitments to delivering excellent service, it leads to an improvement in service quality. The evaluation of the quality of public services at PT. Jamkrida South Sulawesi in this aspect is conducted through the utilization of various indicators. These indicators include

promptly addressing the needs of every customer seeking assistance, the efficiency of officers in delivering services, and the precision of officers in fulfilling their duties. The completion of services according to the specified time has not been implemented optimally by PT. Jamkrida South Sulawesi. This can be attributed to a scarcity of human resources, both in terms of quantity and quality. The limited number of service officers has a significant impact on the quality of service provided.

Every type of service necessitates a level of assurance regarding the service rendered. The level of certainty in a service is primarily influenced by the assurance given by the service provider. This ensures that the recipient of the service feels content and assured that all aspects of the service are carried out thoroughly and efficiently, meeting the standards of speed, accuracy, convenience, efficiency, and quality. The Assurance dimension encompasses the officer's expertise, competence, professionalism, and reliability, ensuring a safe and secure environment. The evaluation of service quality at PT. Jamkrida South Sulawesi encompasses employees ensuring prompt service delivery and employees ensuring legal compliance in their service provision. Based on the assessment indicators, PT. Jamkrida South Sulawesi has successfully fulfilled all of the indicators. The assurance of a service is also established by the dedication of PT. Strong Jamkrida South Sulawesi, which motivates every employee to deliver diligent and genuine service to ensure the satisfaction of the individual being served. Another type of guarantee pertains to customers who exhibit positive behavior when receiving services. Naturally, this guarantee will differ for customers who display negative behavior or have a poor track record in service provision.

Every service activity or activity necessitates a thorough grasp and comprehension of the shared assumptions or interests pertaining to the service. For the service to operate efficiently and effectively, it is crucial that all stakeholders involved possess a strong sense of empathy and a shared dedication to the service. Empathy in a service is characterized by the presence of attentiveness, gravity, sympathy, understanding, and engagement of all parties involved in the service. This ensures that service activities are developed and executed in accordance with the level of understanding and comprehension of each party. It is essential for the service provider to possess empathy in order to fully comprehend the challenges faced by the party seeking assistance. It is crucial for the party being served to have a clear understanding of the capabilities and limitations of the person providing the service.

This mutual understanding ensures a seamless integration between the service provider and recipient, fostering a harmonious experience. It is essential to approach every service provided to the individual in need with a deep understanding and empathy towards the diverse challenges they may be facing. The party seeking the service must possess a deep appreciation for all aspects of service management, demonstrating a keen awareness of the urgency of service requests and a comprehensive understanding of the different types of service modifications that may lead to grievances. By avoiding these pitfalls, the service can be executed in a manner that aligns with the objectives of both the service provider and the service recipients. In order to assess the dimension of empathy, researchers consider various indicators. These include giving priority to the interests of the applicant/customer, officers displaying a friendly demeanor, officers displaying a polite demeanor, officers providing service without discrimination, and officers treating each customer with respect.

Based on the assessment indicators utilized, various indicators have been implemented and have successfully met the expectations of service users. These include giving priority to customer interests, ensuring employees serve with a courteous demeanor, ensuring employees serve without any form of discrimination, and ensuring employees serve and show respect to each and every customer. Indicators that have failed to meet the expectations of service users include employees who do not exhibit a friendly attitude. It has been observed that some employees do not smile, greet, and even appear indifferent when serving service users. This observation contradicts the established theory that service officers should greet individuals with politeness, communicate using proper language, and display enthusiasm in assisting service

users. Friendliness is a crucial element for achieving success in the service industry. An illustration can be seen in the act of smiling and greeting. By warmly welcoming the service user, they will feel acknowledged and more at ease with the service being offered by the provider.

## CONCLUSION

This study discusses the importance of collaboration between the government and the The Human Resources Department (HRD) is tasked with managing and developing human resources needed by the company and has a role in planning, directing, coordinating and controlling the administrative functions of human resources. HRD is obliged to continue to improve the performance and services of employees. The implementation of systematic and well-planned management, which is designed to facilitate employees, will certainly result in an increase in the quality of employee performance. Employees must have the standards and criteria of a competent employee, have self-confidence, be able to communicate, have good knowledge and skills to support their work. Therefore, HRD PT. Jamkrida South Sulawesi is obliged to manage and improve the quality of employees by managing and developing human resources, including recruitment and selection of new employees, placement of human resources according to knowledge, and skills, and experience, employee training, fulfilling employee rights, mentoring, employee regulations, rewards, and performance evaluations. With the management and development of employees, it is expected to be able to provide improved performance and service from employees to customers which will later have a positive impact on PT. Jamkrida South Sulawesi.

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