



Quality of Personnel Administration Services at the Personnel and Human Resource Development Agency

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Abstract

This study aims to describe the quality of civil servant administration services based on the perception of Civil Servants (ASN) and to identify internal and external factors influencing these services. The research adopted a descriptive qualitative approach, supported by quantitative data obtained through Likert scale questionnaires targeting ASNs who visit BKPSDM for civil servant administration services. Data collection also involved in-depth interviews with BKPSDM officials, as well as field observations and documentation studies. Qualitative data were analyzed thematically, while quantitative data were analyzed descriptively. The research findings indicate that the overall quality of civil servant administration services at BKPSDM Nunukan Regency is in the good to very good category, with the majority of ASNs expressing satisfaction to high satisfaction. The main strengths of the service were identified in the aspects of staff friendliness and courtesy, and the availability and comfort of service facilities. Nevertheless, there are still areas requiring improvement, namely in the clarity and accessibility of information regarding procedures and requirements, as well as the transparency of information concerning estimated service completion times. Significant internal factors influencing service quality include human resources (staff competence and motivation), service systems and procedures, and the utilization of information technology and infrastructure. Meanwhile, external factors that also contribute are changes in laws and regulations, ASN expectations and demands for digital services, and advancements in information technology. Recommendations proposed to enhance service quality include improving the clarity and accessibility of information through digital platforms, optimizing service completion efficiency and transparency, developing civil servant administration service applications, and improving service facility spaces.

Introduction

According to Law Number 5 of 2014, the State Civil Apparatus (ASN) is a profession for civil servants and government employees with employment contracts who work in government agencies. ASN, as a state apparatus, plays a role in planning, implementing, and supervising the implementation of government duties and national development, implementing professional public policies and services. Among the principles that ASN must possess in public service are commitment, moral integrity, and responsibility. As implementers of public services, ASN performance and professionalism directly impact the quality of public services and the effectiveness of government operations. Therefore, effective and efficient ASN human resource management is crucial for every government organization (Firdausijah, 2022; Sakti,

2025; Nasir, 2025; Telaumbanua et al., 2025). One important aspect of ASN human resource management is the quality of personnel administration services. In his journal states that the era of professional management demands the realization of a quality government bureaucracy, and professionalism is a prerequisite for improving the quality of state administration and government services to the public (Gaol & Tumanggor, 2023; Subroto & Indriati, 2024; Saddewisasi et al., 2024; Wahyuningsih & Martini, 2025). To ensure that every development effort to improve the quality of government officials achieves its goals and remains relevant to the demands of bureaucratic reform, increasing the effectiveness of government organizations must be directed towards achieving optimal public service performance. In providing services to the public (mostly civil servants), the government has enacted Law Number 25 of 2009 concerning public services, which regulates legal certainty in the relationship between the public and public service providers.

The services provided to civil servants focus primarily on personnel administration, which concerns the fate of a large number of civil servants, from their appointment to their dismissal (Hitlin et al., 2022; Madsen et al., 2022; Al-Besher & Kumar, 2022; Scupola & Mergel, 2022; Neo et al., 2023; Pittin, 2023; Rasheed & Rashid, 2024). Personnel administration services extend beyond providing services to civil servants and fulfilling their administrative needs. They encompass a wide range of activities closely related to the management of personnel data and information, from planning, procurement, development, structuring, to termination. This administrative process encompasses various matters, such as processing spouse cards, promotions, transfers, retirement, leave, salary and allowances, and various other employee rights and obligations. Good personnel administration services will ensure that every personnel process is orderly, transparent, accountable, and in accordance with applicable laws and regulations (Rollnik et al., 2023; Haug et al., 2024).

In the context of government organizations, personnel administration services play a highly strategic role (Al-hawary, 2022; Knies et al., 2024; Nawaz et al., 2024; Ludviga & Kalvina 2024). Effective personnel administration services support the creation of professional human resource management. With a sound administration system, personnel data and information can be managed accurately and up-to-date, facilitating decision-making regarding career development, promotions, transfers, and employee training needs (Saks, A. M. (2022; Agustian et al., 2023; Hoang et al., 2022; Palos et al., 2022). The end result can measure the quality of civil servant human resources and overall organizational performance. Therefore, it is important to understand the quality of personnel administration services within an agency that handles personnel administration services (Aboramadan et al., 2022; Bhati et al., 2023). Fast, accurate, and accessible administrative processes will reduce the administrative burden on employees and work units. This will result in more efficient use of time and resources, which can then be allocated to more strategic tasks and functions. Conversely, slow, complex, and opaque administrative processes can lead to inefficiency, employee frustration, and even the potential for misconduct.

Furthermore, quality personnel administration services contribute to increased employee satisfaction. Employees who feel valued and treated well in personnel administration matters will be more motivated to deliver the highest quality performance. Employee satisfaction also impacts the creation of a conducive and harmonious work environment. Based on Nunukan Regent Regulation Number 35 of 2021 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Nunukan Regency Personnel and Human Resource Development Agency, the Nunukan Regency Personnel and Human Resource Development Agency (BKPSDM) are tasked with assisting the Regent in carrying out personnel administration and human resource development functions. As the agency

responsible for managing personnel administration and human resource development in the government sector, the Nunukan Regency Human Resources Development Agency (BKPSDM) is tasked with providing efficient, transparent, and responsive services to the needs of State Civil Apparatus (ASN). However, in its implementation, various problems are often found that can affect the quality of the personnel administration services provided. One of the problems that often arises is complaints from ASN, as stated on the news portal website infobanua.co.id/2024/05/22, which states that "Some problems that cause services to be slow include non-compliance with the established requirements, problems with the IT system, and difficulties in obtaining the necessary signatures. In addition, differences in the spelling of names between the initial Decree (SK) and the final SK are also a problem, especially for civil servants who are about to retire." This not only impacts the quality of personnel administration services but also the effectiveness of public services overall. Furthermore, Nunukan Regency's island-based nature makes it necessary to improve the quality of personnel administration services, ensuring they serve all employees, both those with easy access and those with difficult access.

Furthermore, the phenomenon of increasing expectations of civil servants (ASN) regarding service quality is also a concern. Civil servants, as service users, desire certainty, ease of access, and speed in resolving personnel matters. This demands the Human Resources Development Agency (BKPSDM) to continuously innovate and improve the quality of its services to meet these expectations. Furthermore, the Nunukan Regency BKPSDM has never measured the quality of its ongoing personnel administration services, thus, it is not possible to present data related to the quality of its personnel administration services. Based on these phenomena and issues, researchers felt it was important to conduct research on the quality of personnel administration services at the Nunukan Regency BKPSDM. This study aimed to measure the quality of personnel administration services provided by the BKPSDM. Through the survey method, this study is expected to provide a clear picture of ASN's perception of the quality of personnel administration services received, determine the main factors that influence the quality of personnel administration services, both in terms of procedures, speed, transparency, and service accessibility, and provide strategic recommendations that can help BKPSDM Nunukan Regency in increasing organizational productivity in the future.

Method

Qualitative research is a multi-method approach focused on understanding the subject matter. This method adopts a naturalistic approach to the study environment, aiming to understand and interpret phenomena according to the meanings given by the community. His book "Qualitative Research Methods, explains that in qualitative research, researchers investigate various empirical materials, such as case studies, personal experiences, introspection, biographies, interviews, observations, history, social interactions, and visual texts. In this descriptive method, research data is described or illustrated using words. Qualitative descriptive methods are methods used in research that describe research data through words.

This type of research uses a qualitative approach with a survey method and is measured using a Likert scale. The Likert scale is a psychometric scale commonly used in questionnaires and is the most widely used scale in survey research. This method was developed by Rensis Likert. The Likert scale can be used to measure the attitudes, opinions, and perceptions of an individual or group of people towards a type of public service. On a Likert scale, respondents were asked to indicate their level of agreement with a statement by selecting one of the available options.

Managing the Researcher's Role

In this research, managing the researcher's role is crucial to ensuring the integrity and success of the study, which adopts a qualitative approach. As data collector, the researcher is tasked with preparing research instruments, such as survey materials and interview materials, and systematically collecting documents on the quality of personnel administration services. In their role as data analyst, the researcher must organize and categorize the data obtained, apply qualitative analysis techniques to identify significant patterns and themes, and construct a narrative that describes the research results in detail. Furthermore, the researcher acts as interpreter and presenter of the findings, linking the analysis results to the research questions and preparing an informative and comprehensive report.

The ethical aspects of research are also the responsibility of the researcher, who must ensure the confidentiality of information, obtain informed consent from informants, and maintain the integrity of the research throughout the process. The researcher also needs to manage time and resources efficiently, develop a realistic research schedule, and manage the budget effectively to ensure the sustainability of the study. Finally, the researcher served as a facilitator and communicator, facilitating discussions to obtain in-depth information from informants and communicating with stakeholders to ensure effective collaboration. Effective management of these roles is crucial for obtaining valid data and research results that significantly contribute to improving personnel administration services at the Nunukan Regency Human Resources Development Agency (BKPSDM).

Research Location and Timeline

This research will be conducted at the Nunukan Regency Personnel and Human Resources Development Agency (BKPSDM), located at Jl. P. Antasari No. 49, North Nunukan Village, Nunukan Regency, North Kalimantan Province, Indonesia. This research is planned to last two months. In the first month, the focus will be on research preparation, including the development and testing of research instruments such as surveys, interview guides, and observation forms, as well as obtaining permits and approvals from relevant parties at BKPSDM. In addition, a schedule for interviews, observations, and data collection will be developed. Data collection will be conducted over the next month and a half, including managing survey results, in-depth interviews with BKPSDM officials, observing the implementation of personnel administration services, and collecting relevant data. In the final month, the focus will shift to data analysis and report preparation, where the collected data will be analyzed to identify the quality and factors influencing the quality of personnel administration services.

Data Sources

Primary data refers to information obtained directly from the research object, either by an organization or an individual. This primary data will specifically answer the researcher's questions, which are the problems raised in the research. The author collected primary data using a survey method with closed-ended questions, namely a questionnaire using a Likert scale, and interviews. The author interviewed officials at the Nunukan Regency Human Resources Development Agency (BKPSDM) regarding factors that could influence personnel administration services. Three informants contributed to this research: three key informants who provided information regarding responses to the survey results and factors influencing the quality of personnel administration services, and the survey respondents, who were civil servants who visited the Nunukan Regency Human Resources Development Agency

(BKPSDM) who were processing their personnel administration, acted as the primary informants.

Secondary Data

Secondary data is previously available data collected from indirect or second-hand sources, such as written sources such as previous research results or books and journals. In this study, the researcher also used secondary data from previous research results and several supporting books and journals with titles related to the research.

Data Collection Techniques

Data collection techniques are the most strategic step in research, because the primary goal of research is to obtain data. Without understanding data collection techniques, researchers will not obtain data that meets established data standards. In this study, the researcher used triangulation data collection techniques, namely multiple data collection techniques. In this study, the researcher collected data through questionnaires, observations, and interviews.

Data Analysis Techniques

Regarding qualitative data analysis, Bogdan states that "data analysis is the process of systematically searching for and organizing data obtained from interviews, field notes, and other materials, so that it can be easily understood and the findings can be communicated to others. Sugiono, in his book entitled "Quantitative, Qualitative, and Research and Development Methods," states that qualitative data analysis is inductive, that is, an analysis based on the data obtained, which is then developed into a hypothesis. In this research, after data was collected through a survey completed by civil servants receiving personnel administration services, the next step was to conduct data analysis to identify the quality of personnel services at the BKPSDM. Data obtained from respondents was first processed by grouping them based on their dimensions to ensure validity. After the data was collected, descriptive analysis was conducted to describe the characteristics of respondents and the distribution of responses to various indicators of personnel administration service quality. The results of this analysis were presented in tables, graphs, and statistical values such as averages (means) and percentages. After obtaining the results of the statistical analysis, the findings were interpreted to answer the research questions. Interpretation This analysis was conducted by linking the analysis results with relevant theories and findings from previous research. Thus, it can be concluded whether the quality of personnel administration services at the Nunukan Regency Human Resources Development Agency (NKPSDM) for civil servants (ASN) receiving the services meets expectations or whether improvements in certain aspects are still needed. To interpret the factors influencing the quality of personnel administration services provided by the Nunukan Regency Human Resources Development Agency (BKPSDM) for civil servants, interviews were conducted with key informants regarding the results of the statistical analysis based on respondents' answers.

Validity Checking of Findings/Conclusions

The data obtained through this research is empirical (observed) data that meets certain criteria, namely validity. Validity indicates the degree of accuracy between the data that actually occurs on the object and the data collected by the researcher (Sugiyono, 2013). After data analysis is conducted, the next step is to ensure the validity of the findings so that the results are reliable and reflect the actual conditions. This validity check is conducted using several techniques. The first is direct observation in the field, observing the relationship between service providers (BKPSDM employees) and service recipients. The second is triangulation. The triangulation

method is a triangulation technique that prioritizes the effectiveness of the desired results process. Therefore, triangulation can be done by testing whether the process and results of the method used have run well. Previously, researchers have stated that researchers collect data with triangulation (questionnaires, interviews and observations), so in fact researchers have collected data which simultaneously tests the validity of the data, namely first through the results of the questionnaire that has been processed then researchers conduct interviews with informants to test the suitability of the results of respondents with informants and get additional interpretations of the results of the questionnaire at the same time researchers also conduct observations in the field to test the suitability of the results of the questionnaire and interviews with what happened in the field. From these results then researchers interpret them into research results.

Result and Discussion

Analyzing the Quality of Personnel Administration Services at the Nunukan Regency Human Resources Development and Personnel Agency (BKPSDM)

To address this first research question, researchers conducted a survey of civil servants (ASN) who visited the BKPSDM to manage their personnel administration. The survey was conducted using a Google Form by scanning the barcode provided at the service desk. In conducting this survey, researchers collaborated with front office staff to ask each ASN who received personnel administration services to complete the survey. The survey was conducted from May 10, 2025, to July 18, 2025. The results of the interview survey regarding ASN satisfaction with the personnel administration services at the Nunukan Regency BKPSDM (National Human Resources Development Agency) showed positive results, although there are still gaps that need to be addressed and improved, both in terms of service and facilities and infrastructure. The Secretary of BKPSDM, Yuliana, stated that these positive survey results indicate that the BKPSDM's efforts in providing services have been appreciated by the majority of ASN. She stated:

"In general, we find this survey result to be quite positive and provide valuable insight into ASN perceptions of our services. Forty out of 73 respondents, or approximately 54.8%, stated that they were very satisfied overall with the personnel administration services provided by the Nunukan Regency BKPSDM. This indicates that our efforts in providing services have been appreciated by the majority of ASN."

Echoing the BKPSDM Secretary, Hertati, Head of Human Resources Development, in an interview on July 23, 2025, also expressed her appreciation that the majority of respondents expressed satisfaction with the personnel administration services provided by BKPSDM. He stated,

"We view the results of this survey as a very important form of feedback. Overall, we appreciate that the majority of respondents expressed satisfaction with the personnel administration services provided by the BKPSDM. This demonstrates that the efforts to improve and enhance service quality have been felt to be beneficial by civil servants."

The positive survey results were also felt by personnel administration service managers. In an interview with Sri Utami, Head of the General Affairs Sub-Division, regarding the survey results, she stated that the results met their expectations. She stated:

"The survey results align with expectations, as do the suggestions and input from respondents/civil servants who are service users regarding the situation and desired products."

Meanwhile, Yuliana stated:

"These results are quite in line with our expectations, although we always hope to achieve a higher level of satisfaction. We have strived to improve service quality, particularly in terms of staff friendliness and the availability of facilities. However, we recognize that there is still room for improvement, particularly in service speed and the provision of more comprehensive information."

Hertati added that the BKPSDM service expectations are responsive, transparent, and easily accessible, and most respondents acknowledged that these are beginning to be realized. He stated that

"The results of this survey are quite in line with our expectations. We recognize that there are still some aspects of service that need improvement, but overall, the satisfaction scores obtained indicate that the direction of service policy is on the right track. Our expectations are for responsive, transparent, and accessible service, and the majority of respondents acknowledged that this is starting to be realized."

The survey results also showed that the highest ratings were for the friendliness and attitude of service staff, as well as the clarity of information provided. Regarding these results, the Secretary of the Human Resources Development Agency (BKPSDM), Yuliana, stated that “

"The service aspect that received the highest rating was the friendliness and politeness of the staff. This is very encouraging because it demonstrates our commitment to humane service. Similarly, the availability and comfort of service rooms also received very high ratings, indicating that our investment in physical facilities is beginning to bear fruit."

Meanwhile, regarding ease of access to information regarding procedures and requirements and transparency of information regarding estimated resolution times, the handling of service user complaints still has room for improvement, indicating that although the majority are satisfied, there are specific areas that we need to improve to achieve equitable satisfaction. In contrast, Hertati considers the highest and lowest ratings to be both a challenge and an opportunity for planned improvement. She stated:

"The highest rating indicates that we already have a good service culture. Meanwhile, the lowest rating highlights our concern that there are still obstacles in efficiency and utilization of information technology. We view this as both a challenge and an opportunity for planned improvement."

The author hopes that this survey will provide insight for the BKPSDM regarding future planning regarding civil servant administration services for ASN. Therefore, the author included a question regarding follow-up to the survey results. Yuliana, the secretary, responded that the survey results would serve as the basis for BKPSDM's evaluation. She stated:

"The results of this survey will serve as the basis for our evaluation. We will focus on aspects that still receive low ratings or have many 'dissatisfied'/'quite satisfied' responses. We will further analyze the reasons behind this assessment and formulate concrete steps, for example through improving information systems, socializing procedures, and training officers, as well as reviewing standard operating procedures (SOPs) to ensure time efficiency."

Similarly, Hertati stated that she will follow up on the survey results by developing a measurable action plan. Hertati's statement follows:

"The Human Resources Development Agency (BKPSDM) will follow up on the results of this survey by developing a measurable action plan. We, at BKPSDM, have already planned several initial steps, including increasing human resource capacity, evaluating service SOPs, strengthening the digital service system, and regularly monitoring service satisfaction."

Echoing the Head of Human Resources Development, Sri Utami, Head of the General and Personnel Sub-Division, also stated that they would follow up on the suggestions and input from respondents. She stated:

"With this survey, we at BKPSDM will strive to improve the quality of human resources and update the semester data for this personnel administration service survey."

Based on the survey results, field observations, and interviews with informants, it can be concluded that the quality of personnel administration services at the Nunukan Regency BKPSDM is good or satisfactory, although there are still aspects that require further attention and improvement to achieve responsive, transparent, and accessible services.

Analyzing Factors Influencing the Quality of Personnel Administration Services at the Nunukan Regency Human Resources Development Agency (BKPSDM)

To answer the second research question, regarding the factors influencing the quality of personnel administration services at the Nunukan Regency Human Resources Development Agency (BKPSDM), the researcher conducted interviews with informants who were BKPSDM officials. Numerous factors influence the quality of personnel administration services, and the researcher divided them into two: internal and external factors. In an interview conducted on July 22, 2025, with the Secretary of BKPSDM, Yuliana stated that one of the main internal factors influencing the quality of personnel administration services at BKPSDM is human resources. She stated:

"The main internal factors include human resources. By HR, we mean the competence and motivation of service personnel, existing systems and procedures, the use of information technology, and the availability of physical facilities and infrastructure. The interaction between these factors significantly determines service quality."

Echoing the Secretary of the Human Resources Development Agency (BKPSDM), Sri Utami, Head of the General and Personnel Sub-Division of BKPSDM, stated that in addition to the three factors mentioned above, a service monitoring and evaluation mechanism must also be implemented. She stated:

"The main internal factors influencing the quality of personnel administration services are the competence and motivation of human resources, service systems and procedures, and the availability of service facilities and infrastructure. Furthermore, this must be strengthened through monitoring and evaluation of the service itself."

In a separate interview on July 23, 2025, Hertati, Head of the Human Resources Development Division, added that organizational work culture, leadership, and internal management also play a significant role in influencing service quality. She stated:

"I think that in addition to human resources, standard operating procedures (SOPs), facilities and infrastructure, organizational work culture and a service excellence ethos are also key internal factors. Furthermore, if internal leadership and management are

strengthened, I believe this will significantly impact the quality of personnel administration services provided by the Nunukan Regency BKPSDM."

Regarding human resource competency, BKPSDM officers were assessed as having high levels of service capability and motivation based on the survey results. Nevertheless, informants felt that staff capacity and capabilities still needed to be improved to ensure equitable satisfaction. As Hertati stated, she said,

"Generally, human resources already have adequate basic competencies, but improvements are needed in certain aspects, such as the latest personnel regulations and service digitalization."

Another important internal factor is the effectiveness of service systems and procedures. One civil servant (ASN) receiving services suggested greater clarity regarding all matters related to personnel administration and faster resolution (SOP). Yuliana stated:

"Our systems and procedures strive to adhere to applicable regulations. However, the suggestions received indicate a need for clearer information and more transparent SOPs. Challenges may arise from the complexity of the personnel regulations themselves, which frequently change, or internal coordination processes that could be optimized. Civil servants also suggested the need for clearer information regarding all matters related to personnel administration and faster resolution, as well as the need for registration for those involved."

Meanwhile, Hertati stated that the lack of SOP socialization could be one of the obstacles that makes the service system and procedures less effective.

"SOPs and service flows are in place, but they haven't been fully implemented consistently. The reliance on manual processes, limited coordination between units, and the lack of SOP dissemination to internal and external stakeholders can hinder the clarity of service systems and procedures."

Furthermore, regarding the use of information technology (IT) in personnel administration services, Sri Utami stated that it is already underway and there are opportunities for further development.

"IT utilization is already underway, but there are still opportunities for further development, such as website management and social media platforms like Instagram."

This aligns with Yuliana's statement, who said:

"IT utilization is already underway, but we recognize there is still much room for improvement. Surveys show a desire for more up-to-date information through online media. We plan to improve information through online media, the web, and social media. We also plan to develop an employee data application for checking information without having to go through an officer. This is certainly something we will strongly consider to improve ease of access."

Another internal factor influencing the quality of personnel administration services is the internal control of the BKPSDM itself. Yuliana stated that feedback and surveys are also a form of control for the BKPSDM to identify areas that need improvement.

"We have an internal oversight mechanism through routine evaluation and monitoring of the performance of service units. Feedback from surveys and complaints also serves as a control mechanism for us to identify areas that need improvement."

Similarly, Hertati stated:

"Supervision is carried out through routine evaluations, periodic reporting, and reviews of service personnel."

The quality of personnel administration services is influenced not only by the internal performance of the BKPSDM, but also by various interrelated external factors. Interviews revealed several external factors influencing personnel administration services, including regulatory changes and public expectations or demands. As expressed by Yuliana, in an interview on July 21, 2025, she stated:

"Significant external factors are changes in laws and regulations from the central government, the ever-evolving expectations and demands of the public/civil servants, and technological developments that require us to adapt."

Similarly, Sri Utami, supporting the statement of the BKPSDM Secretary, stated:

"The continuous changes in laws and regulations from the central government and the increasing demands of civil servants, coupled with technological developments, are internal factors that can affect the quality of administrative services at the Nunukan Regency BKPSDM."

According to Hertati, another external factor that can affect service quality is the dynamics of partner organizations. She stated:

"We must not ignore the dynamics of our partner organizations, such as other regional government agencies, Taspen, or even central agencies themselves."

When asked how changes in laws and regulations, public expectations and demands, and information technology can affect personnel administration services, each informant had a different answer. Yuliana explained that,

"Regulatory changes often require adjustments to our procedures and systems, which sometimes takes time. Meanwhile, civil servants (ASN) hope that current advances in information technology will provide speed, transparency, and easy access to services."

Two factors influence the quality of personnel administration services at the Nunukan Regency Human Resources Development Agency (BKPSDM): internal and external factors. Internal factors include human resources, service systems and procedures, the use of information technology and facilities and infrastructure, and internal oversight within the BKPSDM itself. Conversely, external factors that influence the quality of personnel administration services include changes in laws and regulations, public expectations and demands, developments in information technology, and inter-agency coordination.

Quality of Personnel Administration Services at the Nunukan Regency Personnel and Human Resources Development Agency (BKPSDM)

The quality of personnel administration services at the Nunukan Regency BKPSDM has shown good results. Referring to Ministerial Regulation No. 14 of 2017, which covers aspects of procedures and requirements, service times, service personnel, and facilities and infrastructure, the following aspects are used to assess the quality of services at the Nunukan Regency BKPSDM: Procedures and requirements are an important foundation for effective and efficient public service delivery. Based on the analysis of survey results, service recipients felt they

received clear information, with 54.79 percent of ASN service recipients stating they were very satisfied. Although the majority of service recipients felt they received clear information, there was still a gap in respondents who expressed the need for clearer information and more transparent SOPs. This ease of access to information is also felt by service recipients. Information media such as bulletin boards and social media, which provide information related to BKPSDM service products, help facilitate service recipients in accessing the necessary procedures and requirements (Parish et al., 2022; Coman, 2022; Linos et al., 2022). However, field observations revealed that not all services are accessible through these information media. Survey results and field observations indicate that most service recipients feel that the informed requirements align with actual practice, eliminating the need to repeatedly submit administrative documents for personnel applications. The survey results indicated that 87.64%, or 192 respondents, civil servants receiving services, expressed satisfaction or very satisfaction with the ease of fulfilling the required requirements (Brown & Shenker, 2022; Jonbekova et al., 2023; Tang et al., 2022; Billany et al., 2022). Overall, the procedures and requirements were assessed as quite good, with the majority of service recipients being satisfied very satisfied. However, some attention needs to be paid to the ease of accessing information regarding procedures and prerequisites. One respondent suggested the need for clearer information and more transparent SOPs. This demonstrates the need for increased or specific attention to transparency and clarity in the SOPs that have been developed. The survey showed that the majority of service recipients were satisfied with the time and service aspects. However, transparency of information regarding estimated completion times remains an area that requires improvement. Within this aspect of service time, there are three assessment elements: Timeliness of completion refers to the correspondence between the time required to complete a service process and the established standard or estimated time, or the expectations of service users.

This means that the service is completed according to the promised schedule or within a reasonable and efficient duration. Timeliness of completion is an important indicator of the reliability dimension of service quality, which indicates the service provider's ability to fulfill service promises accurately and on time. Of the 219 civil servants who completed the survey, 189 felt the service was timely and were satisfied with this timeliness. However, nine respondents were quite satisfied and one was dissatisfied, indicating that there is still room for improvement. Transparency of information regarding estimated completion times refers to the clarity and openness of information provided to civil servants regarding the time required to complete a specific personnel administration process. The BKPSDM must not only accept applications but also proactively and responsively convey the estimated time required to process the request, from start to finish. Based on field observations, not all officers can confirm the expected time required to complete the requested administration. Survey results also indicate that transparency of information regarding estimated completion times remains an area that requires improvement.

Time efficiency in processes refers to how well time resources are used to achieve a goal or complete an activity, minimizing unnecessary time wastage. Field observations indicate that to support time efficiency, sometimes, in addition to formal systems, informal mechanisms or "special channels" (which are not always negative; they can be an officer's initiative to expedite matters) are developed for specific cases, such as urgent files or special cases requiring personal handling. However, from the survey results for this aspect, there were three ASN who felt dissatisfied, in addition, a suggestion was also received from one of the retired ASN who came to collect the retirement decree stating that there should be more punctuality in serving administrative files (Abdullaev et al., 2023; Sarhan et al., 2022; Kermansaravi et al., 2022;

Morimoto et al., 2022). This aspect demonstrates excellent quality. BKPSDM officers were deemed very friendly, polite, able to provide clear information, and responsive to questions or complaints from civil servants. Officer friendliness and courtesy refer to the positive attitudes and behaviors displayed by service personnel in interactions with service recipients. In the context of public services, officer friendliness and courtesy are important dimensions of service quality, particularly in the aspects of Assurance and Empathy, according to the theory of Parasuraman, Zeithaml, and Berry. The Assurance dimension encompasses officer courtesy and their ability to foster trust and confidence. Meanwhile, the Empathy dimension emphasizes the individual attention given to customers. Based on the survey results, "How friendly and courteous are officers in providing service?" received the highest rating, with 204 out of 219 civil servants responding. This indicates that this aspect is a key strength in personnel administration services at the Nunukan Regency BKPSDM. The staff's ability to provide clear and understandable information refers to the staff's skill in conveying data, procedures, requirements, or the status of a personnel administration process to civil servants (ASN) in a straightforward, unambiguous manner, and in accordance with the level of understanding of the service recipient. Survey results, field observations, and in-depth interviews with BKPSDM officials concluded that staff, or ASN, at BKPSDM possess the competence and skills to provide clear and understandable information, resulting in satisfaction with their performance. Staff's responsiveness in responding to questions or complaints refers to the willingness to assist customers and provide prompt service. This includes the staff's speed in responding to requests, resolving problems, and providing information to service recipients. Survey results and field observations indicate satisfaction among service recipients, demonstrating that BKPSDM staff are responsive and responsive in answering questions or handling complaints related to their personnel matters.

Conclusion

The overall quality of personnel administration services at the Nunukan Regency Human Resources Development Agency (BKPSDM) was assessed as good. The majority of civil servants (ASN) respondents expressed satisfaction or very satisfaction with the personnel administration services provided by the BKPSDM. This indicates that the BKPSDM's efforts in providing services have been appreciated by the majority of its users. While generally good, several aspects still require attention and improvement. The transparency of information regarding estimated completion times still has room for improvement. Similarly, ease of access to information regarding procedures and requirements also needs to be optimized. Furthermore, the handling of user complaints was also identified as an area for improvement. Two factors influence the quality of personnel administration services at the Nunukan Regency BKPSDM: internal and external factors. Internal factors are influenced by human resources (competence and motivation of staff), the need for clearer and more socialized service systems and procedures, and the need for improved utilization of information technology to facilitate independent access for civil servants. Meanwhile, external factors are influenced by changes in legislation and the increasing expectations and demands of civil servants for digital services, which also impact service dynamics. Technological developments require the BKPSDM to continuously innovate and adapt, despite challenges in reaching regional government agencies (OPDs) that lack internet access.

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