

Challenges of Human Resource Management Towards Optimizing Public Service

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Challenges of Human Resource Management Towards Optimizing Public Service Performance in Realizing Sustainable Development at the Population and Civil Registration Service of Medan City

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ABSTRACT

This study aims to analyze various obstacles and strategies in human resource management to improve the quality of sustainable public services. The research method used is a qualitative approach with data collection techniques through in-depth interviews, observations, and documentation studies. The results of the study indicate that the main challenges include limited human resource competencies, lack of work motivation, and inadequate infrastructure and technology systems. To overcome this, efforts are needed to increase human resource capacity through continuous training, implementation of an effective reward and punishment system, and modernization of information technology-based service systems. The conclusion of this study emphasizes that optimizing public service performance can be achieved through effective human resource management that is oriented towards sustainable development, so as to improve the quality of life of the community and support sustainable development goals (Sustainable Development Goals/SDGs) in Medan City.

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INTRODUCTION

Sustainable development is one of the global agendas promoted by the United Nations (UN) through the Sustainable Development Goals (SDGs). One important aspect in realizing sustainable development is optimizing the performance of public services, which play a crucial role in improving the quality of life of the community. The Population and Civil Registration Service (Disdukcapil) of Medan City, as a government agency responsible for providing population administration services, has a strategic role in supporting the achievement of these sustainable development goals. However, in practice, optimizing the performance of public services at the Medan City Disdukcapil still faces various challenges, especially those related to human resource (HR) management.

The Population and Civil Registration Service (Disdukcapil) of Medan City has an important role in providing public services related to population administration. These services include population registration, issuance of population documents such as Identity Cards (KTP), birth certificates, death certificates, and other administration related to population data. In general, the performance of public services at the Medan City Disdukcapil has shown some progress. The use of information technology in the process of submitting and registering documents has begun to be implemented, allowing the public to access services more easily and quickly. The opening of online services, the arrangement of queue systems, and the provision of more

transparent information have been introduced to make it easier for residents to obtain services. However, despite the progress made, the Medan City Disdukcapil still faces a number of problems that affect the quality of its services. Some of the problems faced by the Medan City Disdukcapil, based on the results of the preparation of the Medan City strategic plan for 2022, are 1) Public dissatisfaction; 2) Limited human resources; 3) Lack of training and skills; 4) Limited information systems; 5) Administrative and regulatory constraints. Thus, the performance of public services at the Medan City Population and Civil Registry Office is a reflection of efforts to improve the quality of services to the community. Commitment is needed from all parties, both management and employees, to improve existing systems and processes, so that services to the community can be more optimal and satisfying. Human Resource Management (HRM) plays an important role in improving the effectiveness and efficiency of public services, especially in government agencies that are directly related to the community, such as the Population and Civil Registry Office (Disdukcapil). The Medan City Population and Civil Registry Office is responsible for managing population administration, including the issuance of important documents such as Identity Cards (KTP), Family Cards (KK), Birth Certificates, and Death Certificates. However, in practice, various challenges in HRM often hinder the optimization of the performance of public services provided.

Regarding the problems faced by Disdukcapil, one of the main challenges is the limited number and competence of employees in handling the number of service requests that continue to increase along with the growth of the population of Medan City. According to the theory of Human Resource Management put forward by (Kusuma, 2021; Masdayati et al., 2024) The quality of public services is greatly influenced by the capacity and competence of employees responsible for providing these services. Lack of training and skills development, especially in the use of information technology, is an obstacle to accelerating and improving the accuracy of services to the public. In addition, resistance to change and lack of adaptation to the digitalization of the population administration system are also problems. The government has implemented the Population Administration Information System (SIAK) to accelerate the service process, but the implementation of this technology still encounters obstacles due to the limited understanding of employees in operating it (M. Irfan, 2021).

Human Resource Management (HRM) has a crucial role in optimizing the performance of public services, especially in government agencies such as the Medan City Population and Civil Registry Service (Disdukcapil) (Mugiarto et al., 2023) that the strategy of improving HR competency through continuous training, implementation of a meritocracy system, and optimization of digital technology in the service process. By overcoming these challenges, the Medan City Population and Civil Registry Office is expected to be able to improve the efficiency and quality of public services sustainably.

The challenge of HR management is a critical factor that affects the quality of public services. Some problems that often arise include limited HR competency, lack of work motivation, and less than optimal use of information technology in the service process. In addition, public demands for fast, accurate, and transparent services are increasing along with the times. This requires the Medan City Population and Civil Registry Office to continue to innovate and improve its HR capacity in order to meet public expectations.

On the other hand, sustainable development emphasizes the importance of balance between economic, social, and environmental aspects. In the context of public services, this means that the Medan City Population and Civil Registry Office is not only required to provide efficient services, but must also ensure that these services can be accessed equally by all levels of society, including vulnerable groups. Therefore, effective and sustainable HR management is the main key in facing this challenge. Based on the description above, this study aims to analyze the challenges of HR management in optimizing public service performance at the Medan City Population and Civil Registry Office and formulate strategies that can be applied to realize sustainable development. By understanding the root of the problem and finding the right solution, it is hoped that public service performance can be improved so that it can contribute significantly to sustainable development in Medan City.

METHODOLOGY

This study uses a qualitative approach to deeply understand the challenges of human resource management (HR) in optimizing public service performance at the Population and Civil Registration Service (Disdukcapil) of Medan City. (Rosiadi et al., 2018) Qualitative methods were chosen because they are able to explore subjective, contextual, and holistic information, making them suitable for analyzing the complexity of problems faced in HR management and public services. This research is descriptive exploratory in nature, which aims to describe and analyze the phenomenon of HR management challenges and their impact on public service performance in the context of sustainable development. This research also seeks to explore strategies that can be applied to overcome these challenges. Data collection in this study was carried out through interviews, observations and documentation studies, then analyzed using interactive qualitative analysis techniques. By using qualitative research methods, this research is expected to provide a comprehensive and in-depth picture of HR management challenges and solutions that can be applied to realize optimal public service performance in supporting sustainable development in Medan City.

RESULT

The Population and Civil Registration Service of Medan City is a Regional Apparatus Organization (OPD) which is institutionally located within the Medan City Government and has the task and function of organizing regional government affairs, especially in the field of population administration and civil registration. As one of the regional apparatuses within the Medan City Government, the Population and Civil Registration Service is an implementing element that is positioned under and responsible to the Mayor through the Regional Secretary with the task of organizing government affairs in the field of population and civil registration. The total number of employees of the Medan City Population and Civil Registration Service is 125 people spread across all organizational sub-units. Based on the group, the highest number is Group III with 101 people or (80%), Group II with 16 people or (12%) and Group IV with 8 people or (8%). Furthermore, according to education level, employees at the Medan City Population and Civil Registration Service are predominantly high school graduates (54 people) (43%), Bachelor's Degree (S1) (45 people) and Diploma III (20 people) (16%). Meanwhile, Postgraduate (S3) (1%) and (S2) (5 people) (4%), while there are no junior high school and elementary school graduates. Due to the limited number of ASN, the Medan City Population and Civil Registration Service environment also employs PHL workers, both for additional office administration staff and as cleaning staff, security, drivers and IT. The implementation of population affairs greatly requires technical knowledge of Population and Civil Registration. However, based on existing data, out of 128 employees of the Medan City Population and Civil Registration Service, only 10 people or (7.75%) have attended technical/functional Population courses and there are no Civil Servant Investigators (PPNS). This shows that the number of employees who have the necessary professional competencies as well as employee integrity is still relatively limited to support the implementation of city development in the population sector in the future.

Furthermore, population administration service products that are organized can basically be divided into 2 (two) large groups, namely: 1) Population registration service group, and 2) Civil registration service group. Population registration services such as applications for e-KTP, KK, KIA, Letter of Transfer and others, while civil registration applications such as Birth Certificates, Marriage, Death, and others. In addition, there are also population administration products that are in the nature of population data utilization. Until now, there has been cooperation in data utilization and cooperation in services related to population databases that are limited and independent and can be accessed by various public service institutions. Validation to support public services that are organized, especially in terms of population data accuracy. Meanwhile, service activities, such as hospitals, social foundations, schools, and others, population document application services such as birth certificates, changes to KK, KIA and others, can be carried out in an integrated manner with other public service products organized by other institutions. Furthermore, through the implementation program of Family Card (KK) with National Population Registration Number (NIK) and Electronic Population Card (KTP-el) in 2012, all KK and KTP that have been issued previously must be replaced. Based on Law Number 23 of 2006 concerning Population Administration, Law Number 24 of 2013 concerning amendments to Law Number 23 of 2006 concerning Population Administration, among others, affirms the electronic KTP referred to as KTP-el as a nomenclature and valid for life, and its management is the full responsibility of the central government which is carried out by the implementing agencies in the Province and Regency/City.

DISCUSSION

The Medan City Government through the Population and Civil Registration Service is trying to increase public interest in the importance of having population documents. Population administration and civil registration services organized by the Regional Government have undergone significant changes through the development of a population administration information system. The population administration information system is implemented online and integrated with the population database at the Ministry of Home Affairs and is also integrated with population administration services in other Regencies/Cities, especially in the issuance of population documents electronically, namely electronic KTP and Family Cards. One of the main challenges in HRD at the Medan City Population and Civil Registration Service is the diverse quality of human resources. Based on the results of interviews and observations, it was found that there are still employees who do not have adequate competence in carrying out public service duties, especially in terms of mastery of information and communication technology. This causes delays in the administration process and less than optimal service to the community. In addition, employee training and development are still limited. The lack of ongoing training programs hinders the improvement of employee skills in facing the challenges of service modernization. Therefore, a strategy is needed to increase employee capacity through education, training, and competency certification to improve professionalism in providing services to the community. (Partimah, 2024) that an ineffective management system is an obstacle to improving public service performance. This study found that there is still a rigid bureaucratic pattern that is less adaptive to changes in policy and community needs. Some employees show resistance to change, especially in the implementation of digital-based systems. This causes delays in the implementation of e-Government which aims to improve the efficiency of public services. In

addition, an organizational culture that does not support innovation is also an inhibiting factor. (Kurnianto & Kharisudin, 2022) that low employee work motivation due to lack of incentives and rewards for performance contributes to weak commitment in providing the best service. To overcome this challenge, there needs to be a more flexible bureaucratic reform and an incentive system that can motivate employees to work optimally.

(Abdalla et al., 2024; Perwitasari et al., 2023) that information technology plays an important role in optimizing public service performance. However, this study found that the technological infrastructure at the Medan City Population and Civil Registration Service is still inadequate. The population administration system, which still often experiences technical problems, such as slow servers and data inconsistencies in the database, is a major obstacle in service. The lack of data integration between agencies also causes the service process to take longer and is prone to administrative errors. The digitalization of services that has not been fully implemented means that people still have to come directly to the service office to take care of population documents, which should be accessible online. Therefore, greater investment is needed in the development of technological infrastructure and employee training in operating digital-based systems.

Complex and frequently changing regulations pose challenges in human resource management. Research results (Dorania Lumbanraja, 2020) shows that employees often have difficulty in adapting to rapid regulatory changes, especially in the implementation of new policies related to the digitalization of population services. The lack of socialization and training related to this new policy has resulted in employees being unprepared to implement the changes. In addition, (Sururi, 2018) that coordination between the central and regional governments in policy adjustments is also still less effective. Regulations that are often not synchronized between the national and regional levels cause delays in implementing policies at the operational level. To overcome this problem, regulatory harmonization and a more effective communication system between related agencies are needed so that policies can be implemented more quickly and efficiently.

(Bax et al., 2022; Kusuma, 2022) that the dynamics and developments in population administration services to improve public service performance through human resource development as an effort to realize sustainable development. Population administration is a basic need for the community in obtaining various types of public services, as well as being the main indicator in determining the targets of personal development interventions. (Harjanti, 2020; M. Irfan, 2021) that the population is an object of development so it must be confirmed and proven with population documents.

Furthermore, development and community services cannot be separated from Law Number 32 of 2009 concerning Environmental Protection and Management which requires the government and regional governments to conduct a Strategic Environmental Assessment (KLHS) to ensure that the principles of sustainable development have become the basis and are integrated in the development of a region and/or policies, plans, and/or programs (Article 15 paragraph (1) and (2) of the PPLH Law). In other words, the results of the KLHS must be used as the basis for policies, plans and/or development programs in a region by being limited through construction only to: 1) Regional Spatial Planning (RTRW) and its detailed plans, Long-Term Development Plan (RPJP), and Medium-Term Development Plan (RPJM) nationally, provincially and district/city; 2) Policies, Plans, and/or Programs that have the potential to cause environmental impacts and/or risks.

Thus, the objectives to be achieved in optimizing the performance of public services in Disdukcapil are also related to 1) Ensuring that the principles of sustainable development have become the basis and are integrated in the preparation of the population administration strategic plan; 2) improving the quality of public population services as an effort to protect and manage the environment.

Based on the research results, it can be concluded that the challenges in human resource management at the Population and Civil Registration Service of Medan City include aspects of employee competence, managerial systems, technological infrastructure, and regulations and policies. To optimize the performance of public services in realizing sustainable development, the following strategic steps are needed:

Employee competency improvement which includes organizing periodic competency training and certification and improving employee skills in mastering information technology and implementing a meritocracy-based performance evaluation system.

Managerial system reform which includes implementing a more flexible and adaptive bureaucratic system, building an innovative and service-oriented organizational culture and providing incentives for high-achieving employees to increase work motivation.

Strengthening technological infrastructure in developing a digital service system that is integrated with other agencies, then ensuring the availability of adequate technological infrastructure to support services and improve the security and reliability of the population data system.

Harmonization of regulations and policies which includes preparing clearer and easier-to-implement policies and improving coordination between the central and regional governments in adjusting regulations, and organizing periodic policy socialization to ensure employee understanding.

By implementing these strategies, it is expected that the performance of public services at the Population and Civil Registration Service of Medan City can be more optimal and contribute to sustainable development in the area. This study provides insight for policy makers and stakeholders in designing more effective strategies in human resource management to improve the quality of public services in the future. Therefore, (Ihsani & Rini, 2023; Prastiwi, 2023) HR management has not fully integrated sustainable development principles, such as continuous training and efficient resource management. By addressing HR management challenges and improving public service performance, Medan City Disdukcapil can contribute significantly to sustainable development, especially in terms of:

Improving the quality of life of the community, namely fast, accurate, and transparent public services will make it easier for the community to access their administrative rights.

Support for sustainable development goals as an effort to overcome HR management challenges in line with the objectives of the Sustainable Development Goals (SDGs), especially in terms of equal distribution of public services and inclusive development.

CONCLUSIONS

Challenges in human resource management at the Medan City Population and Civil Registry Office, such as limited competence, low work motivation, and uneven distribution of human resources, have affected the optimization of public service performance. To realize sustainable development, serious efforts are needed to overcome these challenges by improving human resource competence, work motivation, and modernizing technological infrastructure. Thus, the Medan City Population and Civil Registry Office can provide higher quality, inclusive, and sustainable public services, thus supporting the achievement of sustainable development goals in Medan City. There are several main challenges in human resource management at the Medan City Population and Civil Registry Office, namely:

Limited employee competency, especially in mastering information technology, is one of the main challenges. This has an impact on the slow service process, such as making Identity Cards (KTP) or birth certificates. In fact, the public's demand for fast and accurate services is increasing. The lack of continuous training and HR development has caused employees to be unprepared to face increasingly modern changes in systems and technology.

There is an imbalance in the distribution of HR between sections, where some work units are overstaffed, while other units are understaffed.

Lack of inclusive services so that sustainable development emphasizes the importance of inclusive services, including for vulnerable groups such as the disabled, the elderly, or the poor. However, limited employee competency and motivation have caused these inclusive services to not be fully realized.

Then, the challenges of HR management that impact public service performance, namely: 1) Limited competence and work motivation cause the service process, such as making ID cards or birth certificates, to be slow. 2) Lack of employee understanding in managing information systems causes population data errors. 3) Low employee motivation and competence hinder innovation in public services.

Based on the findings and conclusions above, the following are recommendations that can be implemented to overcome HR management challenges and improve public service performance at the Medan City Population and Civil Registry Office: 1) Increase budget allocation for HR training and development and modernization of technology infrastructure. 2) Implement policies that support improving employee competence and motivation, such as ongoing training programs and fair incentive systems, need to be implemented. 3) Strengthen coordination between the Population and Civil Registry Office and related agencies to ensure the integration of sustainable development principles in public services.

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