OPTIMIZING HUMAN RESOURCE MANAGEMENT AS A QUALITY IMPROVEMENT STRATE

Neisha Kurnia Damayanti[1*], Habbi Firlana[2], Pascalis Danny Kristi Wibowo[3]

[1,2,3]*Immigration Administration Study Program, Indonesian Immigration and Correctional Polytechnic*

**corresponding author: Neishadamayanti74@gmail.com*

Abstrak — *This study aims to analyze the optimization of human resource management as a strategy to enhance the quality of immigration public services. Human resource management plays a crucial role in improving public service quality, particularly in immigration services, which demand precision, responsiveness, professionalism, and public trust. Immigration services involve not only administrative procedures but also legal certainty, document security, public mobility, and the nation's image in serving both citizens and foreign nationals. This study employs a descriptive qualitative approach through a literature review, examining relevant prior research on human resource management, employee competence, public service quality, digital service innovation, workload, and immigration services. The findings indicate that the quality of immigration public services is significantly influenced by employee competence, work discipline, professionalism, integrity, workload management, and employee readiness to adapt to digital-based services. Human resource optimization can be achieved through competence development, continuous training, appropriate personnel placement, workload evaluation, the strengthening of a service culture, and the enhancement of digital literacy. The study recommends that immigration agencies prioritize human resource development as a strategic element of public service reform. Robust human resource management can facilitate immigration services that are faster, transparent, responsive, and oriented toward public needs.*

Keywords: *Human Resource Management, Public Service Quality, Immigration Services, Employee Competence, Public Service Strategy.*

1. INTRODUCTION

Public service is an important measure in assessing government performance. The public judges services not only by the final result, but also by the process they experience directly. Speed of service, certainty of procedures, employee attitudes, clarity of information, and the ability of officers to address public needs are crucial factors in determining the quality of public service. In the context of government administration, the quality of public service cannot be separated from organizational governance and the capabilities of the human resources who carry out those services. Therefore, improving the quality of public service requires focused, systematic human resource management that aligns with organizational needs. Human resource management plays a strategic role in ensuring that employees are able to perform according to service standards. Employees are not only required to be administratively present but also to possess competence, discipline, integrity, professionalism, and the

ability to adapt to change. Research by Endrian and Lanin confirms that work discipline, professionalism, and integrity of civil servants are significantly related to the quality of public service. This demonstrates that service quality is determined not only by the work system but also by the quality of the individuals who implement it. Thus, optimi zing human resource management has become a primary need in public service organizations. In recent years, studies on human resources in the public sector have increasingly emphasized the importance of employee competency development. Competency-based training and develop ment are seen as one way to increase employee capacity to work more effectively and responsively to community needs. Furthermore, human resource training and development play a crucial role in improving the quality of public services. This means that employees with the appropriate knowledge, skills, and work attitudes will be better prepared to provide fast, accurate, and satisfaction-oriented services. The issue of human resource competency is becoming increasingly important as public organiza tions face digital change. Public services today no longer rely solely on face-to-face services but are also beginning to utilize digital-based information systems, applica tions, and services. Furthermore, Fajriyani also explained that the digital era demands human resources to possess new compe tencies, particularly in the use of technology and adaptation to workplace changes. In the context of immigration, service digitalization is also evident through the use of the M-Passport application and technology-based service systems, demonstrating that the implementation of M-Passport is part of the digitalization of public services in the immigration sector. However, the success of digitalization is determined not only by the application, but also by the readiness of employees to manage services, provide information, and assist the public when facing obstacles. Immigration public services have different characteristics compared to other administrative services. Immigration services are directly related to the mobility of citizens, foreign nationals, travel documents, residence permits, as well as legal and national security interests. Therefore, immigration services require human resources who not only understand adminis trative procedures, but also have accuracy, communication skills, service orientation, and understanding of regulations and this study can explain that improving the quality of passport services in immigration requires a strategy that includes service standards, a culture of excellent service, and increasing employee capacity, also shows that the quality of passport services can be seen through the dimensions of reliability, respon siveness, assurance, empathy, and physical evidence. These five dimensions are closely related to the ability of employees to carry out services professionally. Immigration service problems do not always arise due to lack of facilities. In many cases, service quality is also influenced by workload, employee capabilities, task distribution systems, and the effectiveness of human resource management, this study explains that workload analysis is important in supporting service quality at the Class I TPI Malang Immigration Office. These findings show that an unbalanced workload can affect service effectiveness. Employees facing high workloads without adequate HR management support are likely to expe rience decreased performance, delayed service delivery, and reduced community responsiveness to the public. Therefore, HR management needs to be directed at managing workloads and developing competence, motivational development, and strengthening of service culture. In addition to competence and workload, the quality of public services is also related to the organization's ability to design human resource strategies. Researchers explain that human resource planning plays a crucial role in improving organizational perfor mance, and also emphasize that human resource management strategies can be an important instrument for improving the quality of public services. In this case, optimizing HR management does not only mean increasing the number of employees, but also ensuring that employees are placed according to needs, trained continuously,

assessed objectively, and given space to develop work skills. This strategy is important for public services to run more efficiently and consistently. On the other hand, the quality of public services cannot be separated from the perception of the public as service recipients. And shows that the quality of public services can be seen from the public's experience in receiving services in government offices, also found that employee competence and work facilities have an influence on the quality of public services. This shows that good service requires a combination of competent apparatus and supporting work facilities. In immigration services, the public will assess service quality based on the ease of procedures, the friendliness of officers, the clarity of information, the timeliness of service, and the ability of employees to resolve service issues. Efforts to improve the quality of immigration services also need to consider the principle of excellent service, emphasizing that excellent service in immigration services is closely related to service quality and public satisfaction. Excellent service not only requires emplo yees to work according to procedures but also requires employees to be able to understand the needs of service users. This is important because immigration service users have different backgrounds, needs, and levels of understanding. Some people understand procedures well, but others still require explanations, direction, and assis tance. In such situations, the quality of human resources is a determining factor in service success. Based on this description, it is clear that optimizing human resource management is a crucial strategy in improving the quality of immigration public services. Immigration services cannot be improved simply through digitalization appli cations, simplifying procedures, or improving facilities; improvements must also begin with strengthening human resources as the primary service implementers. Competent, professional, disciplined, adaptive, and community-oriented employees will be better able to provide fast, accurate, transparent, and high-quality immigration services. Therefore, this journal is important to discuss how optimizing human resource mana gement can be used as a strategy to improve the quality of immigration public services. This study is expected to provide conceptual and practical contributions to strengthening human resource governance in immigration agencies, especially in facing the demands of increasingly complex and digital-based public services.

2. RESEARCH METHODOLOGY

2.1. Qualitative Approach (Literature Study Method).

This research uses a descriptive qualitative approach with a literature review method. This approach was chosen because the research focuses on examining concepts, previous research results, and scientific thinking related to optimizing human resource management in improving the quality of immigration public services. This research is not aimed at statistically testing relationships between variables, but rather at understanding the strategic role of human resource management in supporting higher-quality public services. The literature review was used to examine various scientific articles relevant to the themes of human resource management, employee compe tency, apparatus performance, employee training and development, public service quality, excellent service, service digitali zation, and immigration services. Through this method, researchers can compare various perspectives and previous research results to gain a more comprehensive understanding of the relationship between human resource management and public service quality.

2.2. Secondary Data.

The data source for this study consists of secondary data obtained from scientific journal articles, previous research findings, and academic literature relevant to the research topic. This secondary data serves as the basis for constructing arguments, analyzing issues, and formulating strategies

to optimize human resource management within the context of immigration public services. Data collection was conducted through a literature review; the researcher gathered and examined literature relevant to the research focus. The selected literature was read, comprehended, and categorized according to key themes, including human resource development, staff competence, employee performance, workload, professionalism, service innovation, service digitalization, and the quality of immigration services. Content analysis was employed as the data analysis technique. This process involved identifying the main topics within each piece of literature, noting similarities and differences in findings, and synthesizing the information in alignment with the research focus. This technique enables the researcher to understand the patterns of thought emerging from various scholarly sources, particularly regarding the role of human resource management in enhancing the quality of public services.

2.3. Analysis Process.

The analysis process was conducted in several stages, as follows:

- *First, the researcher identified literature relevant to the research topic.*
- *Second, the researcher classified the literature based on thematic areas.*
- *Third, the researcher compared the findings from the various sources.*
- *Fourth, the researcher synthesized information regarding strategies to optimize human resource management within immigration public services.*
- *Fifth, the researcher drew conclusions based on the review of the analyzed literature.*

In this study, the optimization of human resource management is understood as an organizational effort to enhance the quality of personnel through competency development, training, workload management, increased professionalism, strengthened discipline, and the ability of employees to adapt to digital-based services. Meanwhile, the quality of immigration public services is defined as the immigration agency's capacity to provide services that are fast, accurate, transparent, responsive, and aligned with public needs. Through this research method, the study aims to provide a clear overview of the importance of human resource management in supporting the quality of immigration public services. The findings are also expected to serve as a basis for formulating service improvement strategies, particularly through strengthening employee capacity, improving work systems, and enhancing the public service orientation.

3. RESEARCH RESULTS AND DISCUSSION

3.1. Human Resource Management as the Foundation for Improving Public Services

Human resource management plays a crucial role in public service organizations. The service received by the public depends on more than just regulations, facilities, or technological systems; service quality is heavily determined by the employees' ability to perform their duties. In the context of immigration, employees are the ones who interact directly with the public—whether handling passports, residence permits, and document inspections, or providing immigration-related information. Optimizing human resource management must be viewed as a comprehensive effort to ensure employees work in alignment with organizational needs. Effective HR management goes beyond the mere allocation of administrative tasks; organizations must also address employee competence, workload, discipline, professionalism, motivation, and the ability to adapt to evolving service systems. This study demonstrates that human resource management strategies serve as vital instruments for enhancing public service quality, highlighting that human resources are not merely operational agents but strategic factors determining service success. In public service, employees are expected to deliver services that are fast, clear, and procedurally compliant. However, meeting these expectations optimally is impossible without a sound HR management

strategy, as human resource planning significantly influences organizational performance. Ultimately, high-quality public service relies on a foundation of workforce needs planning, appropriate placement, competence development, and continuous performance evaluation.

3.2. Employee Competence as a Key Factor in Immigration Services

Employee competence is a key factor in enhancing the quality of public immigration services. Competent employees can more easily grasp procedures, resolve service-related issues, and provide accurate information to the public. In the context of immigration services, competence encom passes not only technical skills but also an understanding of the law, communication abilities, attention to detail, a service-oriented attitude, and proficiency in using service technologies. Furthermore, compe tency-based human resource training and development can boost employee capacity in performing duties, underscoring the vital role such development plays in improving public service quality. These findings indicate that employee competence cannot simply evolve naturally without organiza tional support; rather, it must be cultivated through training, mentoring, work expe rience, and periodic evaluation. The demand for competent staff in immigration services is particularly high due to the technical and sensitive nature of the work; errors in providing information, interpreting docu ments, or understanding procedures can lead to public complaints. Consequently, employee competence development should focus on two areas: first, technical competence regarding immigration regula tions and procedures; and second, service competence, which involves a friendly, responsive, and communicative attitude, as well as the ability to understand user needs. Additionally, research indicates that both employee competence and workplace facilities influence public service quality, demonstrating that employee competence does not exist in isolation—competent staff still require the support of adequate facilities and effective work systems. Conversely, even excellent facilities will not yield optimal service if employees lack the ability to utilize them effectively.

3.3.Professionalism, Discipline, and Integrity in Public Service

The quality of public service is also influenced by the work attitudes of employees. In the context of immigration services, the public evaluates not only the service outcomes but also the manner in which employees deliver those services. Employees who are disciplined, professional, and possess integrity foster a service environment that is orderly, fair, and trustworthy; this underscores the vital link between staff work discipline, professionalism, integrity, and the quality of public service. Professionalism in immigration services is evident in an employee's ability to perform duties in accordance with standard operating procedures. A professional employee not only understands the regulations but is also capable of applying them consistently. Meanwhile, work discipline relates to an employee's adherence to schedules, procedures, and service responsibilities. Integrity pertains to honesty, accountability, and a commitment to providing services without irregularities. These three aspects are crucial because immigration services involve official documents and legal matters. A lack of discipline among employees can lead to service delays; a lack of profe ssionalism can cause public confusion; and a lack of integrity can erode public trust in the institution. Therefore, optimizing human resource management must encompass the cultivation of work attitudes, rather than focusing solely on enhancing technical skills.

3.4. Workload and Staffing Arrangements in Immigration Services

One issue that frequently affects the quality of public service is employee workload. An unbalanced workload can lead to sluggish service, employee fatigue, and a decline in

responsiveness to the public; this highlights the importance of workload analysis in supporting service quality at the Class I TPI Immigration Office in Malang. This is particularly relevant to immigration services, as these offices often handle a high volume of applicants, especially for passport and residence permit services. Staffing arrange ments need to be aligned with service requirements. Employees assigned to direct service roles must possess strong communication skills, patience, and a mastery of procedures, while those in technical roles require meticulousness and a solid understanding of regulations. If staff placement does not match individual capabilities and job requirements, service quality may suffer. In this context, optimizing human resource management can be achieved through workload analysis, competency mapping, and a more proportional distribution of tasks. The organi zation must ensure a balance between staffing levels, employee capabilities, and workload volume. With appropriate staffing arrangements, employees can work more effectively, and the public can receive faster service.

3.5. Service Digitalization and Immigration Human Resource Readiness

Public services are increasingly influenced by technological advancements. In the field of immigration, digitalization is evident through the use of the M-Paspor application, online queuing systems, e-surveys, and digital-based information services; the implementation of M-Paspor as part of public service digitalization demonstrates that e-surveys can effectively support the evaluation of immigration services. Digitali zation can accelerate service delivery, reduce queues, and enhance transparency. However, technology cannot function effectively if staff are unprepared to use it; the digital era demands that human resources possess new competencies. In this context, immigration staff must be capable of understanding digital systems, assisting the public with any difficulties encountered, and maintaining service quality even as processes become technology-driven. Digitalization also necessitates a shift in working methods. Staff no longer merely execute manual procedures but also act as guides for the public in utilizing digital services. Consequently, human resource optimization must focus on enhancing digital literacy, communication skills, and the ability to resolve technical issues in the field.

3.6.Quality of Public Immigration Services and Public Satisfaction

The quality of public immigration services is reflected in the public's experience when receiving those services. Citizens evaluate whether procedures are easy to understand, service times are appropriate, staff are responsive, information is clear, and facilities are adequate; furthermore, the quality of passport services can be assessed through dimensions such as reliability, responsi veness, assurance, empathy, and tangibles. These dimensions demonstrate that public service is not merely administrative but is also deeply connected to the user experience. Improving passport service quality requires a strategy encompassing service standards, a culture of service excellence, and staff capacity building. This highlights the critical need for a combination of clear systems and a workforce ready to serve. While service standards provide guidelines, staff members ultimately determine how those standards are applied in practice; moreover, service excellence in immigration is closely linked to service quality and public satisfaction. Service excellence requires staff not only to adhere to procedures but also to understand the needs of service users. In practice, the public often requires guidance, explanations, and certainty regarding information. Therefore, immigration staff must be capable of providing services that are informative, friendly, and solution-oriented.

3.7. Strategies for Optimizing Human Resource Management in Immigration Services

Based on a literature review, the optimization of human resource management in immi gration public services can be achieved through several key strategies. The first strategy is strengthening employee

competence. This can be accomplished through training in technical immigration matters, public service delivery, communi cation skills, and the use of service technologies. High levels of competence enable employees to work more accurately and minimize service-related errors. The second strategy involves managing workloads and employee placement. Immigration offices must ensure that staff are assigned roles aligned with their capabilities, experience, and service requirements. Proper organization is crucial to prevent workload imbalances across specific units. A balanced workload allows employees to deliver services with greater focus and responsiveness.The third strategy focuses on reinforcing professionalism and a culture of service excellence. Cultivating a culture of service excellence requires guidance, leadership by example, perfor mance evaluations, and recognition for high-performing employees. Staff need to understand that public service is not merely an administrative obligation but also a responsibility toward the community. The fourth strategy is enhancing employees' digital literacy. The digitalization of immigration services demands staff capable of operating systems, explaining digital procedures to the public, and resolving technical issues. Consequently, digital training must be an integral part of human resource development within the immigra tion service. The fifth strategy entails continuous service evaluation. Evaluations can be conducted through public satisfaction surveys, e-surveys, public feedback and complaints, and employee performance assessments. The results of these evalua tions can be used to refine work systems, improve human resource quality, and formulate service policies that better meet the community's needs.

3.8.Implications for Improving the Quality of Immigration Services

Optimizing human resource management has a direct impact on the quality of public immigration services. Competent staff are capable of providing more accurate services, while disciplined staff ensure service punctuality. Professional staff maintain public trust, and staff who are adaptable to technology facilitate the success of service digitalization. Consequently, improving immigration service quality cannot be achieved solely through application updates, the provision of facilities, or the simplification of procedures; such changes must be accompanied by the strengthening of human resources. Without a prepared workforce, sound service policies may face implementation obstacles. This discussion demonstrates that human resource management serves as the fundamental pillar of public immigration services. Service quality is determined not only by systems but also by the people who operate them. Therefore, immigration agencies must prioritize human resource development as a strategic agenda for enhancing public services. This strategy can be realized through training, workforce structuring, the strengthening of work culture, digital competency development, and continuous service evaluation.

4. CONCLUSIONS AND RECOMMEN DATIONS

4.1. Conclusions

- *Based on the findings, optimizing human resource management plays a crucial role in enhancing the quality of public immigration services. Immigra tion services rely not only on procedures, facilities, and technology but are also heavily determined by the quality of the personnel delivering those services.*

- *Personnel are the primary point of direct interaction with the public; consequently, the competencies, work attitudes, professionalism, and adap tability demonstrated by staff signifi cantly influence the public's experience when receiving services.*

- *Optimal human resource management*

can be achieved by strengthening employee performance competencies, providing continuous training, mana ging workloads effectively, assigning staff based on their capabilities, and fostering discipline and integrity. These efforts are vital because immigration services demand precision, speed, procedural certainty, and strong communication skills. If human resour ces are not managed effectively, service quality may decline, even if the service system is supported by adequ ate technology and facilities.

- *The digitalization of immigration servi ces also necessitates a higher level of human resource readiness. Digital-based servicessuch as passport appli cation apps, online queuing systems, and electronic surveys cannot function optimally without staff who are profi cient in operating these systems to provide information and assist the public in resolving issues. Therefore, developing employees' digital literacy must be an integral part of the human resource management strategy within immigration agencies.*

- *Thus, optimizing human resource management serves as a key strategy for establishing immigration public services that are faster, more responsive, transparent, and focused on public satisfaction. Immigration agen cies must prioritize human resource development rather than treating it merely as an administrative task. Strengthening human resources must be a continuous process to ensure employees can keep pace with evolving service needs, technological advance ments, and increasingly high public expectations.*

4.2. Recommendations

In practical terms, the findings of this study indicate that improving the quality of immigration services can be pursued through several measures: enhancing tech nical and service competencies, evaluating workloads, strengthening a culture of service excellence, improving employees' digital skills, and conducting periodic performance evaluations. These measures are expected to serve as a foundation for formulating more effective human resource management policies within the immigration sector.

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