

Analysis of Human Resource Management on the Quality of Governance Services at the Regional Secretariat of Batu Bara Regency

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ABSTRACT

This study addresses the absence of performance outcome measurement and analysis concerning the strategic service quality objectives at the Regional Secretariat of Batu Bara Regency. The study focuses on the misalignment between employee discipline and task performance. The aim is to analyze the impact of human resource management on governance service quality at the Regional Secretariat of Batu Bara Regency, along with associated constraints. Employing qualitative methodology, data was gathered through observation, interviews, and documentation. Findings indicate relatively favorable human resource management's influence on service quality, although not fully optimal. Responsiveness is effective, seen in accurate and efficient service delivery. Service guarantees benefit from competency-based strategies that enhance professionalism. Physical evidence is suboptimal due to inadequate facilities. Service empathy is satisfactory but can be improved through enhanced communication skills. Service reliability is hampered by disciplinary violations. Recommendations encompass facility enhancement, regular maintenance, and robust disciplinary measures. Socializing Civil Servant Disciplinary Regulations per Government Regulation no. 53 of 2010 is advised.

KEYWORDS: *Analysis, Service Quality, Human Resource Management, Governance, Regional Secretariat of Batu Bara Regency.*

INTRODUCTION

Human resource management has a very important focus in organizational development to achieve competitive advantage. Human resources play a large role in the organization and have a significant strategic value. Human resource management should be considered as an extension of the traditional view of managing people effectively. Therefore, knowledge of human behavior and the ability to manage it is needed (Soetrisno, 2016).

The position of human resources in a business has extraordinary importance as a determinant of organizational development. Buildings, capital, and strategic plans are meaningless without the involvement of the people who implement those plans. Human resource management is the science and art of managing labor relations and roles in order to help achieve organizational goals effectively and efficiently (Hasibuan, 2009).

However, the capabilities and knowledge possessed by human resources have limitations that need to be managed through strategic concepts (Apriani et al., 2022). The role of human resources confirms that the individual in the organization is the most important asset and also the biggest investment for the company. To play this strategic role, it is necessary to focus on the long-term issues and implications related to human resources (Mathis & Jackson, 2001).

In the context of government, human resources (HR) is a sharp focus, involving readiness, numbers, education, and professionalism. Good Governance, including Law Number 2 of 2015 concerning Regional Government, requires support from qualified state apparatus, as explained by (BARIDWAN, 2001; Komalasari & Baridwan, 2001). The government pays great attention to increasing the ability of the apparatus to provide the best service to the people.

Human resources have a strategic and fundamental role in the organization. Compared to other factors, HR is the most valuable asset. The quality of human resources will affect the success of the organization in achieving the set vision and mission. Therefore, the role of HR in an organization is very important, not only as a means of production, but also as a driver and determinant of organizational activities. The success and development of the organization depends on the quality and capability of human resources, which will also affect the resulting performance. Every organization needs to continue to improve the quality of human resources in order to improve performance. Even so, the improvement of public services is considered to have not experienced significant progress (BARIDWAN, 2001; Martoredjo, 2015).

In order for services to run effectively and optimally in each region, in 2008, the Minister of Home Affairs (Mendagri) issued Permendagri Number 20 of 2008 which regulates organizational guidelines and work procedures for integrated licensing services in the regions. This step aims to enable each region to establish their own agencies in implementing licensing services in accordance with their respective local needs and conditions. The provision of public services and development requires government officials who have certain qualifications and abilities. Efforts to place government officials in the right position, taking into account the suitability between job demands and their qualifications or abilities, are important. Therefore, the level of ability and professionalism of government officials needs to be re-evaluated,

Regarding criticism of the low quality of service, limited capacity, and pathological public bureaucracy, this criticism is increasingly being heard, especially in the current era (Sulistiyan, 2003). The era of globalization requires government organizations to continue to improve the quality of human resources so that they can be proactive in dealing with change. Improving the quality of human resources, which includes skills, motivation, development, and organizational management, is a prerequisite in facing the challenges of the globalization era, in order to achieve competitiveness and independence (Sidabutar et al., 2023; Suharyanto et al., 2022).

The future vision for development in the field of civil service is to prepare Civil Servants who are professional, able to compete, and able to cope with rapid developments in various aspects of life, in order to improve service quality and high performance.(Maarif, 2003). This confirms that government management is highly dependent on the quality of human resources who play a role in it. The success of the state administration system depends on the qualifications possessed by civil servants, as an investment in the development process.

With this in mind, the researcher is interested in studying Governance at the Regional Secretariat of Batu Bara Regency. As a part that has strategic positions, duties and functions, optimal performance is required. Therefore, it is important for Governance at the Regional Secretariat of Batu Bara Regency to be supported by high quality human resources. In this context, human resources who are competent, professional and have high integrity are very important. It is hoped that employees will be able to make a positive contribution through their performance.

Orderliness in carrying out tasks in bureaucratic organizations is highly dependent on the performance of employees, both civil servants and honorary employees, who are able to work effectively and efficiently in order to improve smooth running. Employee performance is considered good if the service provided is also of good quality. Good service quality is an important parameter in improving employee performance, considering that service quality plays a very important role in improving organizational quality. Observations show that the quality of service in the Governance section at the Regional Secretariat of Batu Bara Regency has not reached expectations, namely performance that can support better service delivery.

In this context, the professionalism of government employees or apparatus plays a very significant role in advancing and improving the quality of services provided by government organizations. However, there are still various problems related to the quality of service in the Governance of the Regional Secretariat of Batu Bara Regency, including: a. Attendance of employees who are not on time to work. b. The lack of accuracy of employees in carrying out work tasks results in inadequate service quality. c. The presence of employees who are negligent in carrying out work duties. d. Low employee discipline towards tasks and work, so it does not reflect appropriate performance.

This fact is proven through measurement and analysis of the performance achievements of strategic target 2, which is to improve the quality of services in the Regional Secretariat, as shown in Table 1 below:

Table 1 Performance Measurement of Strategic Target 2 Increasing the Quality of Secretariat Services

Strategic target	Key performance indicators	2021 targets	Realization 2021	Achievements	
				2020	2021
Increasing the Quality of Secretariat Service	IKM Regional Secretariat Services	75	0	0	0

Source: Performance Report of the Regional Secretariat of Batu Bara Regency, FY 2021

From the table, it can be seen that the achievement on this indicator reaches 0% with a very low category. In 2020, the performance achievement for the IKM indicator for Regional Secretariat Services is also only 0%. This illustrates that success in improving service quality is highly dependent on the government's ability to improve the performance of service personnel. Therefore, to achieve success in their duties, it is necessary to support apparatus who have the ability, skills, discipline, and shared responsibility in completing tasks. This is especially relevant in the Governance section of the Regional Secretariat of Batu Bara Regency which is required to realize work discipline in order to improve service quality.

Human resources have a crucial role as an invaluable asset in determining the success of the company in the future. Therefore, in achieving the desired goals, human resources are needed who are committed to work and comply with work discipline. Without discipline, the possibility of negligence in carrying out duties can increase. The active role of the apparatus has an important meaning in providing public services to achieve optimal public service delivery.

This study refers to previous research as material for comparison and analysis. The results of previous studies related to the analysis of human resource management on service quality are the basis for comparison in this study. Some of the previous studies are: "Analysis of the Quality of Human Resources and Service Quality on Organizational Performance, Public Trust and Community Satisfaction in the Nabire District Population and Civil Registry Service (2014)" by Christian Paul Raymond. This study shows that the quality of human resources has a positive effect on service quality, organizational performance, and public trust (Raymond, 2014). "Development of Human Resource Capacity in Improving Public Services at the Office of the District Head of Ground Schools of West Kutai Regency (2014)" by Suwila Erpina and Adam Idris. The development of human resource capabilities is able to improve public services at the Army School District Head office (Erpina & Idris, 2017). "The Influence of the Quality of Human Resources on Community Service Performance at the Somba Opu District Office, Gowa Regency" by Imran (2020). Management of the quality of human resources has a positive and significant effect on the performance of community services in the Army School District Head office (IMRAN, n.d.). "Analysis of Health Human Resource Management on the Quality of Health Services in Indonesia (2022)" by Icha Tiara Devi Febrianti. Health human resource management can improve the quality of health services in Indonesia through the procurement, planning, development and maintenance of human resources. All of these studies link human resource management with service quality, with different findings and adapted to the research context (Febrianti, n.d.).

The description of the phenomenon above illustrates the conditions in which organizations are still unable to function optimally as modern entities that should have a major role in the delivery of public services at the regional level and play an effective role as leading organizations. Based on this phenomenon, the authors feel the need to analyze human resource management which influences the quality of service in the Governance of the Regional Secretariat of Batu Bara Regency.

RESEARCH METHODS

This study uses a qualitative research method approach. This decision is based on observations and preliminary observations made by the author, which indicates that the problems encountered are more suitable to be investigated using a qualitative approach. The research method is the foundation for researchers in overcoming various aspects of the problem being investigated. The problems raised in this study have a social and dynamic nature. Therefore, qualitative research methods were chosen to direct how to collect, process, analyze data, and formulate research findings. This qualitative approach can be used to understand social interaction, for example through in-depth interviews, which allows the identification of significant patterns (Sugiyono, 2017).

According to Bogdan and Taylor (1975) as quoted by (Moleong, 2016), a qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words that represent individual views and observable behavior. In the context of this research, the author's goal

is to obtain an in-depth and comprehensive picture of human resource management that affects the quality of service at the Regional Secretariat Governance of Batu Bara Regency. Analysis was carried out by referring to data, theory, and indicators that were used as guidelines by researchers.

Informants in qualitative research are individuals or groups who are research subjects or sources of information that contribute to the investigation conducted. In qualitative research, research subjects are those who have the potential to provide in-depth insights related to the topic being investigated (Nasution, 2003). The research subjects in this study were those who were directly involved in the implementation of human resource management and services at the Regional Secretariat Governance of Batu Bara Regency.

1. Key informants, that is Regional Secretary (Assistant) District Secretariat Coal.
2. main informant, Assistant for Governance and People's Welfare District Secretariat Coal.
3. Additional informants, the Regional Secretariat of Batu Bara Regency consists of 3 employees.

This number is considered to be sufficient to represent the overall characteristics of the people involved directly or indirectly human resource management on quality Governance services at the District Secretariat Coal.

In order for the collected data to have meaning, it is necessary to process data analysis in a certain way. What is meant by data analysis is the process of organizing, grouping, coding, organizing, and sorting data into a pattern, category and basic descriptive unit so that themes can be found and can be formulated accordingly. suggested by the data (Moleong, 2016). To make it easier to analyze the data, the Milles and Huberman (1988) method was used in (Moleong, 2016): Data Reduction, Data Presentation, and Drawing Conclusions

RESULTS AND DISCUSSION

Human Resource Management on the Quality of Governance Services at the Regional Secretariat of Batu Bara Regency

a. Responsiveness

According to (Lupiyoadi, 2018), responsiveness refers to the ability and willingness to provide fast (responsive) and appropriate service to customers, as well as provide clear information without causing unreasonable waiting. The results of interviews in the field show that in providing public services, a Civil Servant (PNS) must be able to follow established service standards or norms. For example, services that refer to instructions and implementation guidelines, so as to strengthen the commitment of bureaucratic officials to create accountability for service quality. Thus, the authors conclude that the Regional Government expects regional apparatus or apparatus to have the ability in accordance with their duties so that they can provide optimal results.

Based on the interviews conducted, it can be concluded that the ability of an employee will affect the overall performance of the organization. In other words, the higher the responsiveness of an employee in carrying out their duties, the better the employee's performance. Strong theoretical foundation, as explained by (Parasuraman et al., 1988), argued that one of the important dimensions in assessing service quality is responsiveness, namely the ability of employees to respond and

resolve requests quickly. Speed in providing services reflects the responsiveness of employees to customer needs.

In addition to findings from interviews, the authors also obtained documentation regarding the responsiveness of Governance employees to the quality of service at the Regional Secretariat of Batu Bara Regency. One of the main problems in this district is the problem of stunting in children. Based on data from the 2021 Indonesian Nutrition Status Survey (SSGI), the prevalence of stunting in Batu Bara Regency reaches 30.9%. In dealing with this situation, the Government of Batu Bara Regency carried out mass electronic weighing of Community-Based Nutrition Recording and Reporting (EPPGBM) for more than 90% of children under five, as an effort to overcome the high stunting rate.

The results show that the stunting rate is at the level of 18.35% ([https://www.batubarakab.go.id/post, 2022](https://www.batubarakab.go.id/post,2022)). This finding is consistent with the theory proposed by (Suryana & Rizka, 2019) stating that the Regional Government has shown responsiveness by implementing various stunting prevention and treatment measures. These steps include managing data on toddlers who experience stunting, identifying the causes of stunting cases, coordinating with the Regional Apparatus Organization (OPD) to draw up a Regent's regulation, and improving the quality of posyandu cadres. Based on this case of stunting, it can be concluded that the Regional Secretariat of Batu Bara Regency has the ability to identify significant community problems. They not only understand, but also analyze people's needs, and formulate appropriate policies. In this case, the review of the District Head's Regulation and the allocation of special funds to address stunting is concrete evidence of their responsiveness.

This concept is in line with the view expressed by (Putra et al., 2017), which emphasizes that the Government's ability to analyze and understand community needs is the initial stage for formulating and implementing effective policies. Therefore, from the aspect of responsiveness, the performance of the Governance of the Regional Secretariat of Batu Bara Regency in terms of service quality is considered very good. The responsive attitude of the employees in providing services according to needs and solving them quickly is very real. This responsiveness includes not only handling internal problems, but also responding to complaints and problems raised by the public regarding public services. This is what underlies the creation of good governance. Therefore, it is important for organizations to have employees who have strong responsiveness in carrying out service tasks.

b. Guarantee (assurance)

The key points from the interviews and observations describe the efforts to implement bureaucratic reform at the Regional Secretariat of Batu Bara Regency as follows:

- a. Implementation of work commitments (performance agreement) for structural officials through the preparation of action plans.
- b. Strengthening the personnel database through structuring and developing a personnel management information system (SIMPEG).
- c. Arrangement and development of functional positions.
- d. Application of performance appraisal instruments as a support.
- e. Formation and development of the apparatus human resources division responsible for the implementation of assessments (written examinations), competency tests, and placement in positions.

In addition, the important role of human resources is highlighted in the implementation of bureaucratic reform. This can be seen in the results of the interviews which show that the implementation of governance, especially in the bureaucratic context, is related to the government apparatus which is the main actor. Bureaucracy, which is defined as a government system with a hierarchy and position structure, emphasizes that the role of government apparatus has a crucial position.

For this reason, the first step in bureaucratic reform is to reform the management of human resources. This reform is considered urgent in order to create apparatus that has integrity, competence, professionalism, superior performance, and prosperity that helps realize the goals of government and national development. This understanding is in line with the General Guidelines for Bureaucratic Reform (PER/15/M.PAN/7/2008) which emphasizes that bureaucratic reform is a strategy to build the state apparatus to be more effective and efficient in carrying out government and development tasks.

Seeing the rapid development of science, information technology, communication, and the dynamics of the strategic environment, there is a fundamental need to reform the bureaucracy in order to meet the demands of society. Therefore, steps such as implementing work commitments, strengthening the staffing database, developing functional positions, using performance appraisal instruments, and establishing an apparatus human resources division are concrete steps in achieving the goals of bureaucratic reform at the Regional Secretariat of Batu Bara Regency. Thus, this reform is expected to improve the quality of service and effectiveness of governance as a whole.

The demands for the development of increasingly modern information and communication technology have also encouraged the Governance of the Regional Secretariat of Batu Bara Regency to design an IT-based personnel information system. With this progress, the Regional Secretariat of Batu Bara Regency can provide real-time information and data on staffing developments, whenever needed. This personnel information system enables monitoring and dynamic dissemination of information on staffing, facilitating the formulation of policies at the Regional Secretariat of Batu Bara Regency.

This step is supported by the theory of (Sedarmayanti, 2007)2007), which emphasizes the importance of human resource reformulation in building the government bureaucracy. This involves applying competence with professionalism and a disciplined work culture. In this context, competency-based personnel management is a strategic choice. Competence is the main consideration in the stages of formation, recruitment, selection, placement and promotion.

Preparation of staffing instruments such as job analysis, workload analysis, training needs analysis, to career patterns, are all based on competency. The use of this competency base shows that the assurance of the employees of the Governance of the Regional Secretariat of the Batu Bara Regency has been implemented properly. This approach encourages the professionalism of human resources and work productivity, which in turn has an impact on the quality of public services.

In the context of competency-based personnel management, the government bureaucracy promotes neutrality and solidity, because government and development tasks are carried out without being limited by time (long-term). The results of this study have similarities with previous research by (Erpina & Idris, 2017) who observes the Development of Human Resources Capacity to Improve Public Services in the Office of the District Head of the Land School of West Kutai Regency. This

research shows that the development of the capacity of apparatus resources by the Head of Ground School District of West Kutai Regency has improved the quality of apparatus and public services. This study emphasizes that the development of competent human resources can be an important capital in improving community services. Along with the development of apparatus capabilities, public services in these institutions have experienced positive changes, especially in the areas of general, technical and managerial administration, which have had a significant impact on improving services to the community.

c. Physical evidence (tangibility)

Tangible (physical evidence) refers to the availability of facilities and infrastructure in the form of physical elements such as buildings, equipment and supporting facilities owned by Governance at the Regional Secretariat of Batu Bara Regency. The following is the result of an interview with the Head of Department.

Meanwhile, according (Syahniar, 2021), indicators measuring satisfaction related to infrastructure involve elements such as hardware, communication networks, human resources, security, building or office maintenance, furniture such as tables, chairs, filing cabinets, and parking facilities. Therefore, this study will focus on indicators of the availability of information and communication technology facilities (software and hardware) and the availability of infrastructure (buildings or offices, desks, chairs, and parking).

Documentation obtained showed that the computer used in the Governance Section of Batu Bara District was severely damaged and had been used since 2014. In addition, the CPU, fan, desk and printer were also in poor condition. The availability of adequate and quality facilities and infrastructure is very important for every organization to achieve the expected goals. Facilities refer to additional components or elements that operate in the background to support the coordination of activities and work functions, while infrastructure refers to any item used to facilitate the execution of ongoing operations. The presence of adequate facilities and infrastructure is very important to achieve organizational goals effectively. Therefore, in terms of tangible, Governance at the Regional Secretariat of Batu Bara Regency is considered not optimal. The availability and quality of service facilities and infrastructure have not been met properly, even though the condition of facilities and infrastructure is a supporting factor for service quality. This is also in accordance with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2021 which confirms that office facilities and infrastructure standards are guidelines used as a standard scale for office space, office equipment, and official vehicles.

d. Empathy

(Parasuraman et al., 1988) illustrates that empathy is the ease of establishing good communication. In this context, it is important to consider how employee communication competencies in Governance can empower human resources to improve service quality at the Regional Secretariat of Batu Bara Regency. Communication skills are one of the key competencies in every organization, especially in government institutions which have a central role in providing public services, carrying out development, and other government tasks that are based on achieving state goals.

The results of the interviews indicate that communication competence is not only related to knowledge about communication and work tasks, but also involves effective communication skills and appropriate attitudes in communicating. Furthermore, through an understanding of empathy, it

is hoped that employees at the Regional Secretariat of Governance of the Batu Bara Regency will be able to carry out their duties in a professional and dignified manner. With an empathetic approach, employees who face difficulties in improving service quality can be redirected and given appropriate assignments. This approach is considered as a solution to shape the character of employees who have integrity.

From the results of the various interviews and research, it can be concluded that empathy in the Governance of the Regional Secretariat of Batu Bara Regency is considered to have been going well. The development of human resources carried out in these institutions has proven to be able to improve service quality through employee communication competencies. This forms a humane bureaucratic environment, which ultimately contributes to improving service quality.

e. Reliability

Reliability in the context of service is the ability of a company or agency to provide services as promised accurately and reliably. (Parasuraman et al., 1988). In this case, employees as the main component in the government structure is a determining factor for the success or failure of an organization, especially in entities such as the Regional Secretariat of Batu Bara Regency which has the responsibility of providing quality services to the community. The good performance of employees has a significant impact on the success of the agency. The ability of employees to carry out their duties properly, in synergy with high productivity, allows the agency's goals to be achieved optimally. Unfortunately, currently there are still many employees who do not carry out their work with the necessary discipline and responsibility.

Opinion of Mr. Yasser Abdillah, S.STP, as Head of Tapem Regional Secretariat of Batu Bara Regency, underlined that supervision is one of the efforts to improve the quality of service provided by employees of the Regional Secretariat of Batu Bara Regency. Through this oversight mechanism, leaders can assess whether the human resources at the Regional Secretariat of the Batu Bara Regency operate according to the guidelines of the work regulations that have been set.

The results of the interviews highlight that each section of the Batu Bara District Secretariat has its own roles and responsibilities. Employee discipline is also an important element. However, it was realized that awareness of the importance of discipline had not yet fully penetrated the employees of the Regional Secretariat of Batu Bara Regency. Data regarding the Reprimand Letters issued to employees of the Regional Secretariat of the Batu Bara Regency indicate the sanctions that will be applied to certain violations. This approach is in line with Law Number 5 of 2008 concerning Delegation of Authority for Imposing Discipline Punishments for Civil Servants, which stipulates obligations and prohibitions for Civil Servants as well as sanctions that are applied if these obligations and prohibitions are ignored.

The opinion of Mrs. Sumiati, SE, as a Young Expert Policy Analyst for the Regional Secretariat of Batu Bara Regency, shows the negative impact of a lack of employee discipline. This lack of discipline has an impact on delays in tasks and work, as well as violations of responsibilities in carrying out tasks. The author's observations show the behavior of employees who are reluctant to carry out their duties with discipline, such as delaying work, leaving the office irregularly, and ignoring office activities. This has a direct impact on the quality of services provided by the employees of the Regional Secretariat of Batu Bara Regency.

Interview results also indicate that employee indiscipline can hinder the completion of tasks in a timely manner, resulting in less than optimal service quality. Thus, the reliability of governance at the Regional Secretariat of Batu Bara Regency regarding service quality is considered not to have reached an optimal point. There are still disciplinary violations that impede the effectiveness of the services of the Regional Secretariat of Batu Bara Regency. Within this framework, employee discipline plays an important role in ensuring the success of public services. Strong discipline encourages the effective implementation of duties and responsibilities, especially in the role of public servant.

Discipline also occupies a central position in Government Regulation Number 53 of 2010 concerning Discipline for Civil Servants. Discipline is considered as the basis for achieving optimal results, and the application of sanctions aims to motivate employees not to repeat mistakes and improve themselves. The results of this study are in line with the findings of Christian Paul Raymond (2014) in his research on Analysis of the Quality of Human Resources and Service Quality on Organizational Performance, Community Trust, and Community Satisfaction at the Nabire District Population and Civil Registry Service. The research confirms that the quality of human resources influences service quality, organizational performance, public trust, and community satisfaction (Raymond, 2014).

This is where conclusions can be drawn: The reliability of governance at the Regional Secretariat of Batu Bara Regency in providing quality services still needs improvement. The presence of disciplinary violations by employees indicates an obstacle to service quality. Good discipline is a crucial aspect of human resource management which in turn has an impact on the quality of services delivered by the Governance Section of the Regional Secretariat of Batu Bara Regency. With a lack of employee discipline, it is difficult for the Regional Secretariat of Batu Bara Regency to achieve optimal results. Discipline is the key to the implementation of duties and responsibilities in serving the public.

Human Resource Management Constraints on the Quality of Governance Services at the Regional Secretariat of Batu Bara Regency

a. Facilities and infrastructure

The lack of facilities and infrastructure is an obstacle in the quality of service that makes government officials less efficient in carrying out their duties. Because with good and adequate facilities and infrastructure, employees will work better. However, if the facilities and infrastructure are not balanced with the workload, the expected results will not be optimal so that adequate facilities and infrastructure are one of the factors for the quality of Governance services at the Regional Secretariat of Batu Bara Regency.

For this reason, the Governance of the Regional Secretariat of Batu Bara Regency needs to improve facilities and infrastructure that are more sophisticated. And good management is needed to create adequate facilities and infrastructure.

Carry out maintenance activities effectively and efficiently is one way to lower maintenance costs and strong cooperation in order to create good maintenance of infrastructure facilities must also be carried out in an orderly manner. According to (Kurniawan, 2017) maintenance is a combination of various actions taken to maintain and maintain an item in, or repair it to an acceptable condition. So based on the results of the interviews, the author's observations and the data obtained, that facilities

and infrastructure are an obstacle to the quality of governance services at the Regional Secretariat of Batu Bara Regency. So that the results of these studies can be connected with the theory according to (Gunawan & Benty, 2017) which defines that infrastructure is equipment that is used by an institution or agency, each institution or agency has a meaning about facilities and infrastructure that is different according to its function, and infrastructure facilities have a very important function in an organization in an agency or a company.

b. Employee Indiscipline

Employee discipline greatly determines the implementation of tasks and employee's responsibilities. But in reality there are still disciplinary violations committed by employees and this can disrupt and hinder the quality of Governance services at the Regional Secretariat of Batu Bara Regency.

Civil Servant disciplinary cases that have occurred are types of minor and serious violations. In Government Regulation Number 53 of 2010 concerning Discipline for Civil Servants, which includes types of minor disciplinary violations, are types of disciplinary violations whose sanctions are in the form of verbal and written warnings, and written statements of dissatisfaction.

Obstacles to the indiscipline of Civil Servants occur because some employees still commit violations of work discipline and lack of awareness that discipline is very important in the world of work. There are still many deviant behaviors committed by Civil Servants against applicable laws and norms in the form of disobedient and less orderly attitudes and behavior towards existing regulations such as complying with the provisions of working days and working hours.

With the implementation of the implementation of the implementation of Standard Operational supervision which includes control before, during, and after activities or work programs at the Regional Secretariat of Batu Bara Regency, is a form of implementing the controlling function which is then applied.

With the taking of corrective action from supervision, it is carried out to evaluating human resources on the quality of Governance services at the Regional Secretariat of Batu Bara Regency in carrying out their duties and responsibilities. So that the tasks given by superiors are carried out properly. And in the evacuation of every action that has been running by the Regional Secretariat Governance Officer of Batu Bara Regency. Based on the results of the interviews, the author's observations and the data obtained, employee indiscipline is an obstacle. And for employees who in the assessment of work goals have decreased, this is due to the level discipline, responsibility at work is not going well. For this reason, external supervision is needed so that employees can understand how important the results of the intended performance target assessment (SKP) are. The results of this study are relevant to previous research conducted by Icha Tiara Devi Febrianti (2020) with the title Analysis of Health Human Resources Management on the Quality of Health Services in Indonesia, with the results of the study that Health human resource management is a solution to improve quality efforts or the quality of health services in Indonesia. Efforts can be made in the form of HR procurement and planning, HR development, maintenance, and optimal utilization of HR so that it is effective and efficient so as not to cause wastage of resources (Febrianti, 2020).

CONCLUSION

Based on the results of the analysis and discussion of the data, the author obtains conclusions that can be drawn from research regarding human resource management on the quality of Governance services at the Regional Secretariat of Batu Bara Regency which refers to the theory (Parasuraman et al., 1988) considered to be running well enough, although not optimal. This is evidenced by the following indicators: Responsiveness has been proven effective. The responsiveness of employees in responding to requests and solving problems quickly is evident. An agile response to public complaints regarding public services encourages the realization of good governance. Assurance has been implemented properly. The use of a competence approach (competence based) in the management of Civil Servants by the Regional Secretariat of Batu Bara Regency encourages an increase in the professionalism of human resources, as an important element in the bureaucracy. In carrying out their duties, employees of the Regional Secretariat of Governance of the Batu Bara Regency are able to improve the quality of public services and work productivity. Physical evidence (tangibility) is still not optimal. The availability and completeness of service facilities and infrastructure is still inadequate. The condition of facilities and infrastructure plays an important role in improving the quality of service, but currently it has not met the expected standards. Empathy has been shown to be effective. The development of human resources in the Regional Secretariat Governance of Batu Bara Regency has been proven to improve the quality of service through the communication competencies possessed by employees. A bureaucratic environment that shows humanity contributes to improving the quality of services produced. Reliability (reliability) has not reached the maximum point. There were still disciplinary violations by several employees which had an impact on the quality of service at the Regional Secretariat Governance of Batu Bara Regency. This violation becomes an obstacle that interferes with the effectiveness of services produced by the agency.

The constraints faced in human resource management on service quality in the Governance of the Regional Secretariat of Batu Bara Regency are as follows: Constraints on Facilities and Infrastructure. Limited facilities and infrastructure are a significant challenge in improving service quality. The existence of inadequate facilities results in a lack of efficiency in carrying out tasks by government officials. Adequate facilities, including good facilities and infrastructure, have an important role in supporting employee productivity and the quality of services provided. Obstacles to Employee Indiscipline. Employee discipline plays a central role in the implementation of duties and responsibilities. However, in reality, there are still disciplinary violations committed by some employees, which in turn has an impact on the quality of service in the Governance of the Regional Secretariat of Batu Bara Regency. Civil Servant indiscipline can occur due to various factors, including a lack of understanding of the importance of discipline in the work environment. These constraints become inhibiting factors in achieving an increase in the quality of service at the Regional Secretariat of Batu Bara Regency. To overcome this obstacle, it is necessary to make efforts to improve adequate facilities and infrastructure and strengthen a culture of work discipline among employees. This will contribute to improving the performance and quality of services produced by these government agencies. Including a lack of understanding of the importance of discipline in the work environment. These constraints become inhibiting factors in achieving an increase in the quality of service at the Regional Secretariat of Batu Bara Regency. To overcome

this obstacle, it is necessary to make efforts to improve adequate facilities and infrastructure and strengthen a culture of work discipline among employees. This will contribute to improving the performance and quality of services produced by these government agencies. Including a lack of understanding of the importance of discipline in the work environment. These constraints become inhibiting factors in achieving an increase in the quality of service at the Regional Secretariat of Batu Bara Regency. To overcome this obstacle, it is necessary to make efforts to improve adequate facilities and infrastructure and strengthen a culture of work discipline among employees. This will contribute to improving the performance and quality of services produced by these government agencies. Efforts need to be made to improve adequate facilities and infrastructure as well as strengthen a culture of work discipline among employees. This will contribute to improving the performance and quality of services produced by these government agencies. Efforts need to be made to improve adequate facilities and infrastructure as well as strengthen a culture of work discipline among employees. This will contribute to improving the performance and quality of services produced by these government agencies.

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