



Human Resource Management Strategy in Improving Public Service Performance at the Population and Civil Registration Office of Gowa Regency

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Abstract

Quality public services are an indicator of the success of governance, where the strategic role of human resource management (HR) greatly determines service performance. This study aims to analyze HR management strategies in improving public service performance at the Population and Civil Registration Office of Gowa Regency. The research uses a descriptive qualitative approach with data collection techniques through in-depth interviews, observations, and documentation. The theoretical framework used refers to six HR management indicators according to Dessler, namely HR planning, recruitment and selection, training and development, performance appraisal, compensation, and employment relations. The results of the study show that the HR management strategy in this agency has not been fully integrated strategically. Planning is not competency-based, the recruitment process for non-ASN personnel is less transparent, training is still limited, performance appraisals are administrative, compensation is not performance-based, and employment relations are still hierarchical. In conclusion, the success of improving public services is greatly influenced by an effective HR management strategy, so it is necessary to strengthen all aspects of human resource management in a comprehensive and sustainable manner



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INTRODUCTION

Public services are a reflection of the quality of governance, where the success of the bureaucracy is largely determined by the performance of the state civil apparatus (ASN) as the main resource that carries out the function of service to the community. In the era of decentralization and regional autonomy, local governments are required to improve the quality of public services as a form of accountability and response to increasingly critical community aspirations. Slow, inefficient, and unfriendly services can no longer be tolerated by people who demand fast, transparent, and accountable services.

One of the agencies that is at the forefront of public services is the Population and Civil Registration Office (Disdukcapil), which has strategic responsibility in providing population administration documents, such as Identity Cards (KTP), Family Cards, Birth Certificates, and other documents. The success of services at Disdukcapil has a great influence on other administrative services, both at the level of education, health, and social welfare.

In Gowa Regency, although there have been various efforts to reform bureaucracy, the facts on the ground show that there are still many public complaints related to Disdukcapil services. Based on data from the results of the evaluation of public services by the Ombudsman of the Republic of Indonesia in 2023, a number of problems were found such as delays in issuing documents, long queues, limited service personnel, and lack of responsiveness of

officers in responding to residents' complaints. This phenomenon shows that there is a mismatch between the expectations of the community and the performance of the services provided, which indicates that the management function in the agency is not optimal, especially in the aspect of human resource management.

HR management strategies are a key element in answering these challenges. This strategy includes planning for the right employee needs, continuous training and competency development, providing fair motivation and incentives, and an objective performance evaluation system. Good HR management is believed to be able to create ASN who are professional, have integrity, and have a service orientation. Theoretically, this is in line with the view Dessler (2020) which emphasizes that strategic human resource management will have a direct impact on improving overall organizational performance. In addition, this approach can also be analyzed using Katz and Kahn's System Theory, which positions the organization as an open system whose success depends on synergy between internal components and interaction with the external environment.

A number of previous studies (Hasbiah, Prasodjo, Saifuloh, Daud, & Awaluddin, 2024; Wawanudin & Sudarno, 2018) has discussed public service issues in local government agencies, but tends to highlight aspects of service policy, information technology, and service infrastructure. Meanwhile, the specific HR management strategies, especially in the context of population services in the regions, has not been studied in depth. This gap is what this research gap needs to be filled.

Based on this background, this study aims to analyze the human resource management strategy implemented at the Population and Civil Registration Office of Gowa Regency, as well as assess its contribution in improving public service performance. This research is expected to provide an empirical overview of the importance of the role of human resources in supporting public service reform at the regional level.

LITERATUR REVIEW

Human Resource Management

Human Resource Management (HRDM) is a strategic and coherent approach in the management of the most valuable assets of an organization, namely people, who individually and collectively contribute to the achievement of organizational goals. HR not only includes the administrative management of the workforce, but also includes long-term planning to develop potential, increase productivity, and create a work environment that is adaptive to change. According to Dessler (2020), HR includes six main functions, namely HR planning, recruitment and selection, training and development, performance appraisal, compensation, and employment relations. Each of these functions is interrelated and contributes to the effectiveness of the organization in the long run.

Strategically designed HR enables organizations to respond to external dynamics such as technological changes, government regulations, and increasingly high public expectations for service quality. In addition, good HR management helps organizations to handle internal issues such as employee turnover, the need to improve competencies, and manage performance and work motivation. Armstrong & Taylor (2023) emphasized that in the modern organizational era, the function of HR has shifted from just administrative to a strategic partner in achieving the organization's vision and mission. In the context of public organizations, the MSDM strategy has its own characteristics that distinguish it from the private sector. The main goal is not solely efficiency and profit, but to provide quality services to the community. Therefore, the MSDM strategy in the public sector must balance professionalism, compliance

with regulations, and public service values such as accountability, transparency, and integrity. Mathis, Jackson, Valentine, & Meglich (2017) states that the success of public organizations is highly dependent on how management manages the competencies, motivations, and behaviors of employees to meet performance standards and ethics of public services.

In addition, the MSDM approach in public organizations needs to consider the merit system framework, where recruitment, promotion, and awards are made based on qualifications and performance, rather than by political factors or personal relationships. Robbins, Bergman, Stagg, & Coulter (2014) added that in the public bureaucracy, human resource management must be results-oriented, with clear performance indicators and a transparent evaluation system. Therefore, in an effort to improve public services, such as in the Population and Civil Registration Office, the HR management strategy is the main key. Without planned human resource management oriented towards improving service quality, bureaucratic reform will only run at the administrative level without a real impact on the community as service recipients.

HR Management Strategy

Human resource management strategy (HRM) is a systematic and long-term oriented approach in managing employees as the main asset of the organization. This strategy not only emphasizes administrative functions, but also aligns human resource management with the organization's overall strategic goals. In the context of public organizations, the MSDM strategy is an important instrument in encouraging the effectiveness, efficiency, and accountability of services to the community. Conceptually, the MSDM strategy includes various important dimensions, including: workforce planning, merit-based recruitment and selection, training and capacity building, performance management, compensation and reward systems, and strengthening internal employment relationships. All of these aspects aim to form a workforce that is competent, motivated, and has high integrity in carrying out public service tasks.

According to Armstrong & Taylor (2023), an effective MSDM strategy is characterized by three main components, namely: Alignment between the HR strategy and the parent organization's strategy, Active leadership in the formulation and implementation of human resources policies, and Performance-based approach (performance-based management) in managing and evaluating employee contributions. Furthermore, Armstrong emphasized that the HR strategy is not generic, but must be contextual, adaptive to environmental changes, and able to answer the specific challenges faced by the organization. In the public sector, this means that HR strategies must be able to encourage changes in bureaucratic behavior towards a more professional, responsive, and community-oriented approach.

The implementation of HR management strategies in public services also requires a system Objective performance appraisalsystem Fair awards and sanctions, as well as the formation of a collaborative and innovative work culture. As explained by Dessler (2020), a human resource management strategy that is integrated with the organization's vision will strengthen synergy between work units, improve service processes, and build public trust in government institutions. In the context of Disdukcapil, the HR management strategy plays a very important role in ensuring the smooth process of population services that are direct and touch the basic needs of residents. Without a targeted and consistent HR strategy planning and implementation, it will be difficult for the services provided to meet the community's increasingly high expectations of the quality, speed, and transparency of the bureaucracy.

Public Service Performance

The performance of public services is the main indicator in assessing the effectiveness and efficiency of a government agency in meeting the needs and expectations of the community. Public services do not only include outputs in the form of administrative products or services, but also the process and quality of interaction between government officials and citizens. In the context of bureaucratic reform and good governance, improving public service performance is one of the strategic priorities.

According to Dwiyanto (2021), the performance of public services can be measured through five important dimensions. First Productivity, which reflects the agency's ability to produce an adequate amount of services according to the needs of the community. Second Quality of Service, namely the extent to which the services provided meet the standards that have been set and are able to create satisfaction for service users. Third Responsiveness, namely the ability of agencies to recognize and respond to community needs quickly and appropriately. Fourth Responsibility, which demonstrates the conformity between the performance of the service and the applicable legal, ethical and public policy principles. Finally, the fifth is accountability, which refers to the ability of agencies to account for every action, decision, and use of resources transparently to the public. These five dimensions are the evaluative basis for assessing the extent to which public agencies have carried out service functions professionally, effectively, and in accordance with public expectations.

As public demands for fast, transparent, and accessible services increase, public agencies face challenges to continue to innovate, not only in terms of technology, but also in terms of managerial aspects. In this case, performance of state civil servants (ASN) is a determining factor in the achievement of quality public service standards. ASN is required to have high competence, integrity, and service orientation. The performance of public services cannot be separated from the quality of human resource management. Internal management of the organization, especially in terms of planning, training, performance evaluation, and incentives, greatly affect the behavior and productivity of employees in providing services. This is in line with the opinion Tjiptono (2007) which states that the success of public services is greatly influenced by the synergy between management strategies, work culture, and individual capacities in the organization.

Thus, to create excellent public services, it is not enough just to provide adequate facilities and infrastructure. It is necessary to make a comprehensive improvement to the human resource management system in a strategic and sustainable manner. The right HR management strategy will create a competent apparatus, motivated, and dedicated to serving the community.

The Relationship between HR Management Strategy and Public Service Performance

Effective human resource management is an important foundation in supporting the success of public services. In the context of public sector organizations, HR management strategies are not only geared towards achieving administrative efficiency, but also at creating responsive, transparent, and community-satisfaction-oriented service performance. The strategic approach in HR management includes planning based on the real needs of the organization, recruitment that prioritizes a merit system, continuous training, output-based performance appraisals, and compensation and employment relations systems that are able to increase employee motivation and loyalty.

A competency-based approach is the foundation for creating professional ASN. Dessler (2020) emphasized that in modern HR management, every function from recruitment, training, to performance evaluation must be aligned with the organization's strategy so that there is

systemic performance improvement. In public service organizations, where societal demands are increasingly complex, this strategy is becoming increasingly important so that employees not only have technical skills, but also soft skills such as communication, empathy, and the ability to adapt to technological changes.

Further System Theory of Katz & Kahn (2015) states that an organization is an open system consisting of various subsystems such as structure, human resources, technology, and the external environment. In this framework, human resources (HR) are positioned as one of the key subsystems that play a central role in supporting the input process, transformation, and output of the organization as a whole. Weak managerial strategies in human resource management can create systemic disruptions that have a direct impact on output in the form of quality of public services. On the other hand, if the HR subsystem is managed in a structured and strategic manner, the organization will be able to carry out its service functions optimally.

Previous studies have also strengthened this relationship. For example, research by Zulkipli (2022) shows that employee training and development have a positive influence on improving service speed and user satisfaction. Similar findings were presented by Hasbiah et al. (2024), which emphasizes the importance of human resource readiness in supporting the digitalization of public services. Thus, it can be concluded that the success of public services depends heavily on continuity between HR management strategy and the implementation of service functions in the field. Within the current framework of decentralization and bureaucratic reform, local governments have greater room to develop HR management strategies that are in accordance with local characteristics. Therefore, synergy between HR planning, capacity development, and performance-based evaluation is an important requirement for the creation of effective and competitive public services.

RESEARCH METHODS

This study uses a descriptive qualitative approach, which aims to gain an in-depth understanding of human resource management strategies in improving public service performance at the Gowa Regency Population and Civil Registration Office. The qualitative approach was chosen because it allows researchers to explore phenomena in a contextual, natural, and in-depth way, especially in exploring the meanings, perceptions, and strategic practices applied by government agencies. This research was carried out from April to June 2025, with the main location at the Gowa Regency Disdukcapil Office, as one of the public service units that is in direct contact with the community.

The main objective of this study is to identify and analyze the HR management strategies implemented by the institution, as well as understand how these strategies affect the effectiveness and efficiency of public services. This focus is in line with the goal of qualitative research, which is to produce in-depth understanding, not generalization. The research subjects consisted of the head of the agency, the secretary of the agency, the head of the field, the head of the section, and the service implementing staff who were selected purposively based on their active role in planning, implementing, or supervising human resource management in the agency.

Research procedure It is carried out in stages starting from: (1) initial observation to recognize the context and dynamics of the organization; (2) primary data collection; (3) data reduction to filter relevant information; (4) presentation of data in the form of thematic narratives; and (5) drawing conclusions based on patterns found in the field. Data was collected using three main techniques: In-depth interviews, Participatory Observation and documentation. The interviews were conducted in a semi-structured manner with guidelines

compiled based on six indicators of HR management strategies according to Dessler (2020), namely: HR planning, recruitment and selection, training and development, performance appraisal, compensation, and employment relations. Observations are focused on service practices, work dynamics between employees, and organizational atmosphere, while documentation includes service SOPs, organizational structure, performance appraisal reports, and HR planning documents.

The main research instrument is an interview guide developed based on theoretical indicators and empirical problems found in initial observations. In addition, field note sheets and observation checklists are also used to capture non-verbal data and organizational atmosphere. Triangulation techniques and sources are used to improve the validity of the data, by comparing the results of interviews with observations and documentation, and confirming information from various parties that have different roles in the organizational structure.

In the case of Data analysis, this study uses Interactive Analysis Model Miles and Huberman (2019) which consists of three main components, namely: Data Reduction, Data Presentation and Drawing conclusions or verifications. Data reduction is carried out by grouping information based on indicator themes, filtering out irrelevant data, and formulating key findings. The presentation of data is carried out in the form of a descriptive narrative that describes the context, practice, and impact of HR strategies on services. Conclusions are drawn on an ongoing basis, through pattern analysis, inter-indicator relationships, and confirmation from various sources. With this approach, the research is expected to be able to provide a complete and in-depth picture of how the HR management strategy implemented at the Gowa Regency Population and Civil Registration Office contributes to improving public service performance, as well as providing applicable policy recommendations for improving human resource governance in the local government service sector.

RESULTS AND DISCUSSION

This study aims to analyze the strategy of human resource management (HR) in improving the performance of public services at the Population and Civil Registration Office of Gowa Regency. Based on the results of in-depth interviews, field observations, and document analysis, it is possible to get an idea that the HR management strategy has been implemented, but it is not fully structured and strategically integrated. These findings are analyzed based on six indicators of HR management strategies according to Dessler (2020), namely: HR planning, recruitment and selection, training and development, performance appraisal, compensation, and employment relations.

HR Planning

Human resource planning at the Population and Civil Registration Office (Disdukcapil) of Gowa Regency is carried out every year with reference to the need for formation and projection of general workloads. However, the approach used is still administrative and not based on job analysis and in-depth workload analysis. Planning is more focused on fulfilling the quantity of employees, not on the suitability of competencies with the strategic needs of the work unit.

From the results of interviews with a number of informants, it was found that employee placement often does not consider educational background, technical expertise, or individual potential, resulting in inaccuracies in the allocation of tasks and responsibilities. This has a direct impact on the effectiveness of services, especially in direct service units that require precision, speed, and intensive interaction with the community. As a result, complaints have arisen from the public regarding inaccurate information, slow processes, and lack of ability of

officers to handle service dynamics. This condition reflects the suboptimal function of human resource planning as part of a long-term institutional strategy. Planning that is not based on a competency approach leads to a gap between organizational needs and the availability of qualified human resources. These findings are in line with opinion Zulkipli (2022) which states that weak HR planning is one of the main factors that hinder the improvement of the efficiency and effectiveness of public services, especially in the local government environment which still experiences limitations in modern and data-based human resource management. Thus, improvements are needed in the HR planning process through the application of position analysis, competency mapping, and the preparation of employee needs plans more strategically. This step is important to ensure that every employee who is recruited or positioned is truly in accordance with the needs of the organization, so that it has an impact on improving the performance and quality of public services provided to the community.

Recruitment and Selection

The recruitment process for State Civil Apparatus (ASN) at the Gowa Regency Population and Civil Registration Office has followed a national mechanism through the Computer Assisted Test (CAT) system from the State Civil Service Agency (BKN), which is generally considered objective, transparent, and competency-based. This mechanism has provided an initial guarantee of the quality of ASN human resources formally recruited by the central government. However, in the context of recruiting contract or non-ASN personnel which is an important part of the implementation of services in the field, various problems are still found. Based on the interview results, the selection process for contract workers does not fully refer to work competency standards, and its implementation is not well documented. Some of the speakers mentioned that the recruitment process for contract workers tends to be informal, based on the urgent needs of the work unit, even in some cases influenced by personal proximity or non-structural recommendations.

The absence of a merit-based selection system and lack of objective evaluation procedures led to the occurrence of Quality inequality among contract workers, especially in the aspects of technical skills, service ethics, and work discipline. This situation has the potential to lower the overall standard of public services because contract workers are often at the forefront of services and interact directly with the community. These findings reinforce the results of the study Wawanudin & Sudarno (2018), which highlights that local government agencies still face challenges in implementing the principle of meritocracy, especially in the management of non-ASN personnel. The mismatch between the recruitment process and the need for service competencies causes a performance gap that has implications for the Decline in public trust to service provider institutions. Thus, a more standardized, transparent, and accountable contract labor recruitment system is needed, by prioritizing the principles of professionalism and competency-based service needs. This is in line with the view Dessler (2020) which confirms that a good recruitment process is an important foundation in building a responsive and performance-oriented organization.

Training and Development

Employee training at the Gowa Regency Disdukcapil generally focuses on increasing technical capacity, such as the use of the Population Administration Information System (SIAK) application, the use of online services, and the management of population administration data. This training is mostly facilitated by the central government through the Director General of Dukcapil, but has not fully touched on the aspect of human resource development as a whole at the regional level. In addition, the training is not carried out regularly and has not reached all levels of employees, especially service staff who are on the front line.

Furthermore, training related to strengthening soft skills, such as interpersonal communication skills, service ethics, emotion management, and community grievance management, have not been the main concerns in employee development programs. In fact, this type of skill is needed to improve the quality of interaction between officers and the community in the context of services oriented to public satisfaction. The absence of this kind of training has an impact on the weak responsiveness of officers to complex service situations, especially in dealing with complaints, queue pressure, or changes in the ever-evolving digital system. This shows that human resource development has not been fully directed at meeting public service needs in a positive way. Holistic, namely not only from the technical side, but also from the socio-psychological side that greatly determines the public's perception of the quality of service. (Hasbiah et al., 2024; Suartini, 2023) It also emphasized that technical training alone is not enough to improve the performance of the apparatus, because quality public services require apparatus that is not only administratively competent, but also emotionally and communicatively capable. Thus, employee training and development should be designed in a comprehensive, systematic, and sustainable, taking into account the real needs in the field and the dynamics of public service demands. This approach will strengthen the overall capacity of the organization and support the creation of an adaptive and professional service culture.

Performance Appraisal

Performance assessment at the Gowa Regency Population and Civil Registration Office is carried out using the e-Performance application based on Employee Performance Targets (SKP) which refers to Permenpan-RB. This system technically provides a framework to assess the achievement of the main tasks and functions (tupoksi) of each employee. However, its implementation in the field still tends to be administrative and formal, without being accompanied by feedback mechanisms, continuous coaching, or in-depth evaluation of the quality of work results.

Most of the informants said that the performance appraisal process is only carried out to fulfill reporting obligations, not as a strategic tool for human resource development. As a result, the results of the assessment do not directly contribute to the Managerial decision-making, such as rotation, promotion, career development, or awards. This condition causes employees to feel less appreciated for their performance, which in turn Reduce motivation and work productivity. In fact, according to Dessler (2020), performance appraisals should function as a managerial control tool and also as a basis for developing training and employee development plans in a targeted manner. This is in line with the findings Mustofa (2022) which shows that many government agencies make performance appraisals as a mere administrative routine, without strategic value in human resource management. In fact, the absence of a follow-up system such as coaching, mentoring or reward and punishment After the assessment process, it indicates that there has not been an evaluative culture in the public service organization. If this system is not strengthened, then the performance appraisal will only become an archival document with no meaning of improvement. Thus, it is necessary to Reformulation of the implementation of the performance appraisal system, so that it not only fulfills bureaucratic obligations, but is able to become a tool for sustainable organizational transformation through measurable and targeted improvement of human resource quality.

Compensation

The compensation received by employees of the Gowa Regency Population and Civil Registration Office includes basic salary, performance allowances, and several activity incentives that refer to the provisions of national regulations. Formally, this compensation system has run according to the rules. However, in practice, compensation has not fully

considered aspects of individual achievement or contribution to improving service quality. The awarding of non-financial awards such as recognition of work achievements, open appreciation of leaders, and performance-based incentive systems has not been implemented consistently and systematically.

The absence of a fair and transparent reward system causes many employees to feel that high performance is not always rewarded properly. This can cause a sense of dissatisfaction and decreased motivation, especially among service line employees who are faced with the community every day and face high work pressure. Several respondents said that the absence of differentiation in treatment between outstanding and less active employees made the morale of work flat and tended to stagnate.

According to Dessler (2020), effective compensation includes not only financial aspects such as salaries and benefits, but also non-financial awards that provide recognition of an employee's efforts and achievements. The combination of the two is very important in creating Continuous work motivation, increase employee engagement, and strengthen loyalty to the institution. If not handled appropriately, the lack of non-financial rewards can be a factor causing high turnover intention and low innovation in public services. Therefore, it is important for government agencies, especially those engaged in the public service sector such as the Disdukcapil, to design a compensation system that is not only administrative, but also strategic by incorporating elements of performance-based awards, providing positive feedback from leaders, and creating an appreciative culture in the work environment.

Employment Relations

The working relationship between employees at the Gowa Regency Population and Civil Registration Office generally takes place quite harmoniously in daily operations. Cooperation between teams went well, especially in completing administrative service tasks. However, structurally, the relationship between leadership and staff is still vertical and functional, not yet touching on the participatory dialogue aspect that allows for the creation of two-way communication. There are no regular forums such as internal performance evaluation meetings, employee aspiration forums, or monthly discussions involving all levels to evaluate service problems openly and solution.

The absence of this participatory space narrows the opportunity for employees at the lower level to submit ideas, inputs, or complaints related to technical and non-technical obstacles in public services. In addition, the high workload, especially during peak service hours, is not balanced by adequate stress management strategies or psychosocial support. As a result, some employees admitted to experiencing physical and emotional fatigue (burnout), which had an impact on declining performance and declining the quality of interaction with the community.

These findings are in line with the results of the study (Nurmilawati, Basalamah, & Patu, 2025; Prayuda, Praditya, & Purwanto, 2025) which emphasizes that the success of HR management strategies in the public sector is highly determined by the quality of a healthy, open, and supportive work environment that supports the psychological well-being of employees. In the context of theory Dessler (2020), a positive aspect of employment relations not only includes the harmonization of social relations between employees, but also includes the existence of an organizational communication system that encourages employee involvement in decision-making, as well as a support mechanism for work-life balance. Thus, more participatory and responsive labor relations reform is urgent in supporting the continuous improvement of public service performance.

Overall, the results of this study show that the HR management strategy at the Population and Civil Registration Office of Gowa Regency is still sectoral and has not been integrated into one strategic HR management system. The gap between policy and implementation in the field is evident in the aspects of employee placement, needs-based training, performance appraisal systems, and awarding. This condition has a direct impact on the performance of public services, which is reflected in public complaints about service delays, long queues, and lack of responsiveness of officers.

These findings reinforce theory Dessler (2020) which emphasizes that the effectiveness of HR management strategies determines the success of the organization in achieving goals. If HR is managed with the right strategy, then the organization will have a competent, motivated, and able workforce to face increasingly complex service demands. In addition, these findings are also in line with Systems Theory from Katz and Kahn, where the organization is seen as an open system that requires coordination and synergy between subsystems, including HR management. An imbalance in one of the subsystems will interfere with the achievement of the overall goals of the system, in this case the performance of public services.

Thus, improving the quality of public services in agencies such as the Gowa Regency Disdukcapil cannot be separated from comprehensive improvements in the aspect of human resource management, which includes competency-based planning, meritocratic recruitment, continuous training, an objective evaluation system, and the creation of a healthy and productive work environment.

CONCLUSION

Based on the results of research on human resource management strategies in improving public service performance at the Gowa Regency Population and Civil Registration Office, it can be concluded that the human resource management implemented is not fully strategic and integrated. HR planning is still administrative and not based on employee competencies. The recruitment and selection process for non-ASN personnel does not run systematically and is less transparent. The training provided tends to be limited to the technical aspect, while soft skill capacity development has not been a priority. The performance appraisal carried out is more formal and has not had a significant impact on improving employee performance. The compensation system is not entirely performance-based, and internal working relationships do not support open collaboration and communication.

The findings show that despite efforts to improve public services, the success of the strategy is still hampered by weak overall human resource management. Therefore, it is necessary to strengthen an HR management strategy that is oriented towards competence, performance, and sustainable professional development.

As a recommendation, the Gowa Regency Disdukcapil needs to develop a more structured human resource planning based on competency needs, improve the recruitment process to be more transparent and objective, and provide comprehensive training, including soft service skills. Performance appraisals need to be directly linked to the reward system and career development. In addition, it is important to build a participatory work environment and encourage dialogue between employees to strengthen a culture of public service that is professional and responsive to the needs of the community.

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