

STRATEGIES OF IMPLEMENTATION OF THE CAPACITIES OF THE GOVERNMENTAL APPLICATIONS IN PROVIDING QUALITY OF PUBLIC SERVICES

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Abstract

In an era of globalization and rapid information technology development, the demand for quality public services is increasing. As a major public service provider, governments are faced with the challenge of increasing the capacity of equipment to deliver responsive, efficient, and community-sensitive services. The study aims to examine strategies for the development of the capacity of government apparatus in the realization of quality public services. This investigation uses the study of literature by searching for references that fit the context of the research. The results show that the development of capacity of government apparatus requires a comprehensive approach involving a wide range of stakeholders, as well as policies that support adaptation to change and accommodate the needs of the public. The study provides recommendations to policy makers to strengthen capacity development initiatives with the aim of achieving quality public services and building public confidence in the government.

Keyword: Strategy, government apparatus, public service.

INTRODUCTION

Public service is one of the indicators of the effectiveness and efficiency of a government. The high quality of public service not only reflects good government performance but also shows the level of public satisfaction with the range of services provided. (Osborne, S. 2020). Basically, public service is aimed at meeting the basic needs of citizens and supporting the development of the character of a nation that is prosperous, just, and civilized. (Schwarz, G., Eva, N., & Newman, A. 2020).

The importance of high-quality public services is one of the central concerns that cannot be underestimated in improving the quality of life of the people and in establishing effective and efficient governance. As a real manifestation of the government's commitment to meeting the needs and expectations of the people, public service plays a critical role in strengthening the foundations of democracy, justice, and people's well-being. (Chen et al., 2020). The quality of public service becomes a direct reflection of how a state or governmental entity manages its resources for the common welfare. (Perry, J. L., & Buckwalter, N. D. 2010).

Improving the quality of public services can not only increase public satisfaction and confidence in government institutions, but can also be a catalyst for economic growth and investment. (Trischler, J., & Westman Trischler, J. 2022). This is because

efficient, transparent and accessible services create a favourable business climate, smooth the distribution of goods and services, and facilitate citizens' innovation and creativity. (Wang et al., 2020).

However, the challenge of achieving a high standard of public service is complex. (Denhardt, J. V., & Denhardt, R. B. 2015). From resource constraints, infrastructure challenges, to human resource issues such as lack of competence and integrity in some of the government apparatus. All of this contributes to the inadequacy of services that ultimately affect the perception and satisfaction of the public as well as the potential for economic and social development of a country. (Asseburg, J., & Homberg, F. 2020).

To overcome this, a holistic approach and synergy between sectors becomes crucial. Improving the quality of public services must be supported by comprehensive bureaucratic reforms including the development of hardware capacity, increased accountability and transparency, as well as the adoption of information technology in service maintenance. Wide-spectrum initiatives such as equipment training and education, effective monitoring and evaluation systems, as well as appropriate rewards and sanctions can drive sustainable improvements in the quality of public services. (Berman et al., 2021).

Quality public services are also directly correlated with the fulfilment of the basic rights of citizens. Access to education, health, security and other basic services is a fundamental right to which universal, equitable and equal access must be guaranteed. In this context, the active role of the public in the process of monitoring and evaluation of public services becomes very significant. Community feedback mechanisms can be used as a basis for improvement and adjustment of policies and practices of public services that are more responsive to the needs and wishes of the people. (Jackson, E. A. 2020).

From a broader perspective, improving the quality of public service not only improves the capacity of the state to fulfil its obligations to its citizens, but also strengthens the legitimacy of the government in managing public trust. (Berman et al., 2021). A successful government in providing high-quality public services will build a positive image in the eyes of the public and the international community, strengthen its strategic position in global diplomacy, and support the realization of the Sustainable Development Goals (SDGs). (Bowman, J. S., & West, J. P. 2021).

The importance of quality public services is about creating good governance, which is indeed a prerequisite for inclusive, sustainable, and equitable development. (Witesman et al., 2023). A good quality of public service creates a virtuous cycle in which a high public confidence in the government will encourage the active participation of the public in the development process, which will further increase the effectiveness and efficiency of the maintenance of public services. This is the path to genuine social and economic transformation. (Engen et al., 2021).

In his journey, there were many challenges in trying to improve the quality of public services, one of which was the capacity of government apparatus that often did not meet the standards expected. (Mikkelsen et al., 2021). The government apparatus, consisting of officials and staff at various levels, plays an important role in organizing effective and efficient public services. Other challenges include budgetary constraints, resistance to change, lack of competence and expertise, unmeritocratic promotion and reward systems, insufficient infrastructure and technology, a lack of sustainable training, limitations in regulation, diversified training needs, ineffective performance measurements, and politicization and instability. However, barriers such as lack of competence, limited resources, and low motivation for work often become obstacles in providing quality public services. (Khan et al., 2022; Shand et al., 2023).

The development of the capacity of the government apparatus is one of the solutions in efforts to improve the quality of services. Comprehensive capacity-building strategies include not only improved technical skills and human resource management, but also improved integrity, commitment to service, and adaptation to technological change and innovation in service delivery. Therefore, a strategic and structured approach to capacity development becomes crucial to implementation, in line with the needs of an increasingly complex and dynamic society.

Through this introduction, the study aims to give stakeholders an insight into the importance of synergies between improving apparatus capacity and improving quality public services in creating good governance and sustainable national development.

Research Method

The study of this study uses literary methods. Literary research method is an approach in research conducted by collecting, identifying, compiling, and analysing various data from literary sources such as books, journals, or articles related to the problem and purpose of research. (Champe & Kleist, 2003; Basrowi, 2008). In this method, researchers use analytical descriptive methods that allow them to search for other research references from various reliable sources. There are several steps that can be followed in conducting literature studies, including searching for relevant keywords in catalogues, indexes, search engines, and others. Literature study methods are useful for researchers to gain a broad insight into research topics or problems from various sources without having to undertake field research. (Zed, 2004; Sugiyono, 2010; Reay, 2014; Graue, 2015).

Result and Discussion

Capacity Theory of Government Appliances

Government apparatus capacity refers to the ability of a government official or apparatus in carrying out its functions, duties, and authority to a set objective. (Agustina et al., 2023). This capacity covers the ability of individuals and institutions as a whole to

handle various administrative, development, and public service processes effectively and efficiently. In other words, the capacity of the government apparatus is measured not only in terms of the technical capabilities of the individual, but also of the managerial, institutional, and system capacity to support the achievement of the objectives of that government. (Fridayani, H. D., & Chiang, L. C. 2022).

The concept of apparatus capacity refers to the framework used to understand, evaluate, and develop the capabilities of individuals and organizations in the public sector. This concept covers several important aspects, namely: 1) Individual Capacity: Focus on improving the skills, knowledge, and competence of individual government officials. It includes formal education, training, continuous learning, and professional development. 2) Organizational Capacities: Relates to the development of structures, processes, and working mechanisms within an organization or government agency to maximize effectiveness and efficiency in achieving its objectives. It covers organizational governance, human resources management, operational procedures, and the use of technology. 3) System capacities: refers to the quality of a network of policies, regulations, norms, and infrastructures that support the functioning and operation of the public sector as a system. It involves the broader legal, economic, and social aspects that affect how government organizations operate and provide services to the public. 4) Sectoral capacity: Focuses on the capabilities of specific sectors or areas in government, such as health, education, or infrastructure, to effectively meet the needs of the community. (2021; Sandi et al., 2021; Rahmawati et al., 2021).

The importance of apparatus capacity lies in its contribution to the maintenance of good and effective governance. Strengthening apparatus capability can help governments their goals, improve the quality of public services, and improve governance and transparency. To that, sustained efforts involving policy development, investment in human resources, and the application of new technologies are required. (Dewi Anggadini et al., 2021).

Some of the factors that affect the capacity of government apparatus, both positively and negatively, include: 1) Training and Development: Continuous training is essential for improving the skills and competence of the apparatus. Lack of opportunities for training can impede their ability to perform work effectively. 2) Education: The basic and advanced education obtained by the government apparatus will affect the quality of work and decision-making. 3) Human Resource Management System (HRM): A good HRM management system can affect the motivation, performance, and retention of equipment, while poor HRM administration can lower morale and productivity. 4) Policies and Regulations: Supportive policies and regulations, including incentives, promotion, and fair performance assessments, can increase capacity. By contrast, rigid and bureaucratic policies can hinder innovation and efficiency. 5) Organizational culture: A collaborative work culture that supports sustainable learning will build capacity, while a single and non-flexible culture can hinder

capacity growth. 6) Financial Resources: Allocation of sufficient budget for operational, training, and development of infrastructure essential to equipment capacity. 7) Technology and Infrastructure: Adequate infrastructure and technology allow the apparatus to work more efficiently, while a lack of investment in technology can be an obstacle. 8) Leaders and Leadership: Competent and visionary leaders will help build organizational capacity, while weak leadership can have a negative impact. 9) Politics and Stability: Political stability and clarity in government policy support capacity development. Frequent political shifts and uncertainty can reduce institutional efficiency and stability. 10) Law and Justice: Confidence in a just legal system and its consistent application determine the legitimacy and effectiveness of the government apparatus. 11) Public Participation and Accountability: Good interaction with the public and clear responsibility in their duties will improve the performance and capacity of government apparatus (Aminah, S., & Saksono, H. (2021; Zainudin et al., 2021).

These are just some of the major factors that affect the capacity of the equipment. Developing and refining equipment capacity is a dynamic and sustainable process that requires a holistic approach, taking into account all relevant factors as well as adaptation to changing operating environments.

Qualified Public Service

A quality public service is the maintenance of a service by a government or public institution that meets or even exceeds the expectations of the recipients of the service in terms of availability, accessibility, efficiency, responsiveness, transparency, and accountability. Such services must be provided in a fair manner, without discrimination, and with respect for the rights and needs of individuals. (Wilantika, N., & Wibisono, S. B. 2021).

The following are some important components that define quality public service:

- 1) Availability and Accessibility: The service must be easily accessible by all sections of the community without any physical or non-physical obstacles.
- 2) Efficiency and Effectiveness: Services must be organized using available resources optimally to obtain maximum results, as well as to realize the purpose of the service accurately.
- 3) Responsiveness: Increased capacity in responding to the needs and expectations of the public in a quick and accurate manner.
- 4) Transparency: Service processes and policies must be transparent so that information about how the service is obtained, the processes involved, and the decisions taken are accessible and understood by the public.
- 5) Accountability: Public service operators must be able to be held accountable to the system for actions and decisions taken in the process of providing the service.
- 6) Justice and Equality of Rights: Services must be provided with respect for the principles of fairness and equality, avoiding discrimination and bias.
- 7) Respectful, polite, and friendly attitude: Interactions between service providers and recipients should be carried out with respect, decency, and kindness.
- 8) Continuity: Services should be

continuously organized on the basis of established standards, without any meaningful interference. 9) Public participation: The public is given the opportunity to participate in decision-making related to the maintenance and improvement of the quality of public services. (Cepiku, D., & Mastrodascio, M. 2021; Bauhr, M., & Carlitz, R. 2021).

The quality of a good public service is measured not only by the efficiency of the service itself but also by the level of satisfaction of the user of a service, which reflects the extent to which the service meets or exceeds their expectations.

The public service dimension is the qualitative aspects that shape public perception of the quality of services provided by government or public institutions. The following are some of the main dimensions that are commonly used in the evaluation of public services: 1) Tangibles: Includes the presence of physical facilities, equipment, personnel, and communication material. Physical evidence refers to the physical appearance of such services that can be observed by the user of the service. 2) Reliability: The ability to deliver the promised service accurately and reliably. 3) Responsiveness: The readiness and willingness of the service provider to help the user and deliver the service quickly. This includes speed and efficiency in dealing with requests, inquiries, or complaints of the user service. 4) Assurance: The knowledge and decency of employees as well as their ability to build trust and confidence. It covers the competence, credibility, security, and tranquillity offered to users of the service. 5) Empathy: Personal attention given to the user of the service. It relates to the service provider's efforts to understand the specific needs of each user and provide appropriate attention and service. 6) Accessibility: ease for users of the service to access the service, including location, operating time, and minimum procedural obstacles. 7) Courtesy: The attitude of respect, consideration, and kindness shown by staff in providing services. 8) Communication: The ability to provide information to users of the service in a clear and understandable way and to listen to input from them. 9) Credibility: Trusted service provider based on reputation, honesty, and reliability. 10) Security: Freedom from danger, risk, or doubt, including protection against theft and privacy of customer data. 11) Understanding the customer: An attempt to identify and understand the needs and expectations of a specific service user. (Menezes et al., 2021; Song, M., An, S. H., & Meier, K. J. 2021; Suzuki, K., & Demircioglu, M. A. 2021).

Understanding and improving these dimensions will have a positive impact on the quality of public services, as well as increase public satisfaction and confidence in the services provided.

All quality public service indicators are used to measure and assess the extent to which the services provided meet the standards and expectations. These are some of the key indicators commonly used in the assessment of the quality of public service: 1) User satisfaction: The level of satisfaction of the service users with aspects such as availability, accessibility, waiting time, attitude of the officer, and the results of service. 4) Professionalism: The degree of competence, expertise, and professional attitude

demonstrated by the official in providing the service to the user. 5) Transparency: The amount and quality of information provided about the service, including procedures, conditions, costs, and other performance indicators that are open to the public, including the location of service, ease of obtaining information, and clarity of the procedures to be followed. 6) Liability level: Liability of the user to meet the needs of the customer to maintain the service in the user's service quality, including in the influence of the consumer, etc. (Konte, M., & Vincent, R. C. 2021; Ochoa Rico et al., 2022).

These indicators are an important measure for evaluating the quality of public services and the basis for decision-making in future improvement and development of services.

Capacity Development Strategy

Capacity development strategy is a set of plans and actions designed to improve the ability and performance of individuals, organizations, or systems in achieving a set goal. This strategy can include various activities such as training, mentoring, policy development, and infrastructure improvement. (Alaerts, G. J., & Zevenbergen, C. 2022). This approach aims to strengthen skills, competences, and capabilities sustainably, thus enabling stakeholders to respond more effectively to environmental change and new challenges in an adaptive and innovative way (Danquah et al., 2023).

Capacity development strategies include understanding existing and future capacity needs, as well as identifying gaps between current capacity and what is needed to strategic goals. Choosing the right strategy depends on a number of factors such as the organization's growth goals, risk tolerance, and the type of product or service provided. In other words, no single approach is suitable for all situations; strategies must be adapted to reflect the specific conditions and targets of the individual or institution concerned (Golla, T. S., & D'Alessandro, C. 2024).

The objective of capacity development is to improve the effectiveness and sustainability of organizations, groups, or individuals in achieving the mission and goals set. The following are some of the specific goals of capacity development: 1) Improve Performance: Enhance the expertise and competence of individuals, teams, or organizations so that they can perform tasks and responsibilities more effectively. 2) Develop Skills: Develop the skills and knowledge necessary to meet current and future challenges. 3) Promote Innovation: Motivate and give room for individuals or organisations to innovate in their processes, products, or services. 4) Enhance Adaptation: Strengthen individual or organization's ability to adapt to changing environmental, market conditions, or regulatory requirements. 5) Ensure Sustainability: Build structures, processes and systems that ensure the long-term sustainability of organizations or programmes. 6) Extend Scope: Help organizations to expand their scope and impact, both quantitatively and qualitatively. 7) Enhancing Collaboration: Facilitating collaboration between organizations or among organizations with

stakeholders to greater goals. 8) Strategic Advantages: Building strategic advantages through the development of capacity to overcome competitors and to reach leading positions in a particular sector. 9) Increasing Accountability and Transparency: Strengthening organizational governance and management so that it is more accountable and transparent to stakeholder. 11) Strengthening Networks and Partners: Developing collaborative networks and strengthening partnerships for the development of resources, knowledge, and expertise (WATER, M. P. D. 2005; Aantjes et al., 2022; Goshtasbpour et al., 2022).

Overall, capacity development is an investment in human and organizational assets to ensure effectiveness, strategically direct change, and promote sustainable growth.

Various types of strategies can be implemented in the context of government to meet its objectives in serving the community and managing resources efficiently. These strategies include e-Government, the development of Civic Culture, and the implementation of Open Government (Zahid et al., 2022). Each strategy has its own applications in improving the quality of service and interaction between government and society. (Doran et al., 2023).

E-Government is a strategy designed to improve public access to government services through the use of information and communication technology. The strategy aims to empower the public as well as others as government partners in taking public policy equally and democratically (Zhang, Y., & Kimathi, F. A. 2022; Zioło et al., 2022).

The strategy focuses on the development of a civic culture in support of the active participation of the public in democratic processes and governmental activities. This includes government efforts to develop attitudes, values, and behaviors that support the creation of civic culture through various programmes and policies. Through this strategy, it is expected that the public can participate more actively in the development of public policies and government programmes. (Adnan et al., 2022; Bansal et al., 2022).

Open Government is a strategy that prioritizes transparency, participation, and collaboration between government and society. This includes policies to make government data and information more open and accessible to the public, thereby increasing government accountability and efficiency. The strategy also supports the implementation of e-Government in order to e-Democracy, where citizens can more easily interact with governments and participate in policymaking. (Sadik-Zada et al., 2022; Hooda et al., 2022).

Such government strategies, if implemented effectively, can improve the quality of public services, strengthen public participation, and increase transparency and accountability of governments. A holistic and integrated approach to implementing such strategies is essential in dealing with the social, economic, and technological challenges of today's digital age.

Conclusion

Government capacity development strategies play an important role in achieving quality public services. By focusing on improving competence, skills, and equipment capabilities, governments can adapt to new challenges, increase efficiency, and provide responsive and community-oriented services. The strategy covers various aspects, from training and education, the use of information technology, to bureaucratic reforms that facilitate innovation and cross-sector cooperation. In conclusion, the development of equipment capacity is a strategic step that must be continuously enhanced and adapted to changing social and technological contexts, in order to effective, efficient, and satisfactory public services for the society.

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