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Research Article

APPLICATION OF GOVERNMENT CAPACITY DEVELOPMENT MODEL IN IMPROVING PUBLIC SERVICE QUALITY IN DEPARTMENT OF EDUCATION OF NORTH BUTON SOUTH EAST SULAWESI

Adrian Tawai., Darpin and Muhammad Yusuf

Faculty of Administration, Halu Oleo University, Kendari, INDONESIA

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ABSTRACT

This study aims to examine and analyze the application of capacity building model of government officers to the Department of Education of North Buton and to study and analyze the quality of public services at the Department of Education of North Buton. There are several things that become the focus of this research that is the application of capacity building model of government officers which includes knowledge and skill. Furthermore the variable quality of public services includes speed, accuracy, friendliness and comfort. This research is a qualitative research. The population of this study is all Civil Servants in the Department of Education of North Buton, amounting to 43 people. The sampling technique used total sampling technique so that the sample of the study amounted to 43 respondents. To support the data of the respondents, the informants were assigned to the Department of Education of North Buton, the Secretary of Department of Education of North Buton, General Affairs Section and Civil Service of North Buton and 5 employees at the Department of Education of North Buton. Based on the results of the analysis and discussion, it can be concluded that in general the capacity of the officers in the Department of Education of North Buton is in quite good category. Reviewed from the dimension of knowledge (knowledge), the officers have a good knowledge about the knowledge of service procedures. In addition to the skill dimensions of the officers in the Department of Education of North Buton have administrative skills and social skills, but still have sufficient skills of managerial and technical skills. Furthermore, the staffs at the Department of Education of North Buton generally show good service, it is seen from the ability to provide fast service, ready to provide services, be friendly in providing services, adequate workplace, and the state of facilities and infrastructure in good condition.

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INTRODUCTION

Capacity building of the state officers is one of the strategic issues in the implementation of government and development, therefore in constitution No. 17 of 2007 on National Long Term Development 2005-2025 mandates the development of the state officers through bureaucratic reform to improve the professionalism of the state officers and to realize Good governance, central and regional to be able to support development in other fields. With the development of the capacity of state officers / Civil Servants, it is expected to improve the quality of services provided to the society. An opinion from Boediono (2003: 60) that service is a process of assistance to others in certain ways that require sensitivity and interpersonal relationships in order to create satisfaction and success. Therefore, the capacity of a good state officer will certainly improve the quality of service to the society. But what

really happened was the ineffectiveness of capacity building undertaken by the state officers. Increasing the competence of the officers which is the governance permanent agenda in each year, it has not shown a more adequate improvement. The image of a fat bureaucracy, sluggish and unprofessional bureaucracy has not been able to move away from the world of government. According to preliminary observations, to the current day there are not all societies regard the government officers as fulfilling their expectations, as a result of the low capacity of the officers in carrying out the mandate given by the people. Other facts indicate that there has been a lot of cost / funds, resources, time and energy that used to run the capacity building of Education and Training, but the hope that officials become better able to work, develop, have high performance and good governance principles is internalized and be practiced as the attitude and behavior of everyday bureaucracy that has not materialized. On that basis, it is necessary to conduct

*Corresponding author: **Adrian Tawai**

Faculty of Administration, Halu Oleo University, Kendari, INDONESIA

research related to Application of Capacity Building Model of Government Officers in Improving the Quality of Public Service at Department of Education of North Buton Southeast Sulawesi. The formulation of the problems in this research are how the capacity building of government officers at Department of Education of North Buton Southeast Sulawesi and how is the quality of public service at Department of Education of North Buton Southeast Sulawesi. This study aims to examine and analyze the capacity development of government officers and analyze the quality of public services at Department of Education of North Buton Southeast Sulawesi. Measurement of variables of capacity officers development model in this study refers to the overall dimensions put forward by Mondy in Yuniarsih and Suwatno (2008: 36) after adjustment with research object, so that dimension that is used is knowledge and skill. Furthermore, to see the quality of public services using the opinion of Tjiptono (2002: 58) seen from the dimensions of speed, accuracy, friendliness and comfort. Based on the specific objectives mentioned above, this research is expected to find out the solutions of the problems related to the capacity building of less effective government officers, thus affecting the quality of public services in North Buton Southeast Sulawesi. From the results of this analysis would be a consideration for government agencies in preparing appropriate strategies in developing the capacity of government officers so as to be able to show the quality of public services in accordance with the expectations of the general public.

THEORETICAL REVIEW

Concept of Capacity Building

Milen (2001: 12) defines capacity as the ability of individuals, organizations or systems to perform functions as they should effectively, efficiently and continuously. Morison (2001: 42) sees capacity building as a process for doing something, or a series of movements, multi-level changes within individuals, groups, organizations and systems in order to strengthen individual and organizational adjustment capabilities so as to respond against existing environmental changes. Meanwhile, according to Morgan in Milen (2001: 14) the definition of capacity as the ability, skills, understanding, attitudes, values, relationships, behaviors, motivation, resources, and conditions that enable every individual, organization, network/sector, to carry out their functions in achieving the established development objectives from time to time. Gridle (1997) focuses on the dimensions: (1) development of officers resources; (2) organizational strengthening; and (3) institutional reform. Of the three dimensions mentioned above, in this study researchers focused on the dimensions of human resource development.

Capacity building is one of the rational functions of human resource management that contains activities to maintain and improve employee competence through the improvement of knowledge competence (knowledge), and skills (skill). Development of human resources is important to be implemented due to changes in human, technology, work and organization (Mondy in Yuniarsih and Suwatno, 2008: 36). Deborah Eade (1997) focuses on capacity building on three dimensions: (1) individuals; (2) organization; (3) network. Capacity building can also be defined as a process to enhance

the ability of individuals, group groups, organizations, and communities to analyze their environment, (ii) identify problems, interests, and opportunities, (iii) formulate strategic strategies to solve the above-mentioned problems and interests and to seize relevant opportunities, (iv) design a plan for the programs, and (v) to effectively utilize the basic resources that support its implementation, monitor and evaluate the plan programs, and (vi) using backflow to learn the lessons (ACBF, 2001). Capacity building of employees can be done with education and training. Barker (2000: 116) argues that the Education and Training (Training) employees are understood as an effort to increase knowledge, skills, skills and insight so that they are more responsive in carrying out tasks and acceptance of new tasks.

The Concept of Quality of Public Service

Boediono (2003: 60) states that service is a process of assistance to others in certain ways that require sensitivity and interpersonal relationships in order to create satisfaction and success. In the opinion of Gie (1993: 105) defines service is an activity in an organization or agency undertaken to practice and devote themselves to the society. Based on the above definition of service can be concluded that the service is an activity is undertaken by organizations or agencies devoted to the interests of society that can be in the form of money, goods, ideas, or ideas or letters on the basis of sincere pleasure, honest, receive service.

Tjiptono (2002: 58) states that service excellence consisting of 4 main elements, among others:

1. Speed is the right service in accordance with the time specified so that the service process smoothly.
2. Accuracy of the service in accordance with the target to be achieved.
3. Hospitality is a service that is provided with a friendly and sincere attitude.
4. Comfort is a service that supports a comfortable atmosphere when getting service.

RESEARCH METHODS

The research used is qualitative research. Qualitative research is a study related to ideas, perceptions, opinions, beliefs of people to be studied and all can't be measured by numbers. The researcher used himself as a research tool, seeking closeness and familiarity between himself and the object or subject of his research. This research was conducted at the Department Of Education Of North Buton South East Sulawesi. The population in this research is amounted to 43 Civil Servants at Department Of Education Of North Buton South East Sulawesi. Determinations of samples use total sampling technique, so the number of research samples as much as 43 respondents. The research informant consisted of Head of Department Of Education Of North Buton South East Sulawesi, Secretary of Department Of Education Of North Buton South East Sulawesi, Head Of General Affairs Section of North Buton South East Sulawesi and 5 employees at Department Of Education Of North Buton South East Sulawesi. This research using two types of data, those are primary data and secondary data. Primary data obtained directly from the results of the responses of respondents

through a questionnaire that has been distributed, in addition to interviews with informants. While the secondary data obtained from various literatures and reports that exist in the location of research.

Data collection methods used are: (1) Questionnaires, used to capture data and information from respondents given in the form of questions; (2) Interviews, used for collecting data and information through direct interviews with informants; (3) Documentation, which examines and studies the various reports written on the Department Of Education Of North Buton South East Sulawesi that is considered relevant to the research. In this study, the primary data collected through questionnaires is described in the frequency tables. Description of research variables aimed to interpret the frequency of respondents' answers from data that has been collected. Then to support the results of the questionnaire, it conducted in-depth interviews to informants. Efforts to maintain credibility in research is through the following steps (Sugiyono, 2012: 270).

1. Extension of observation. Researchers returned to the field to make observations to determine the truth of the data obtained as well as finding new data.
2. Increase perseverance. Take a closer look. By increasing perseverance, researchers can check whether the data found is true or false.
3. Triangulation. Checking the data as a source in various ways and at various times.
4. Negative case analysis. Researchers are looking for different data with the data found. If there is no different data then the data found can be trusted.
5. Using reference materials. Reference material in question is as supporting data found, for example data of interview result need to be supported by recording interview.
6. Using member check. Make an agreement with the informant that the data received has been in accordance with the interview result. If the data is correct then the data has been considered valid, then researchers need to discuss with the data giver so that interpretation of the data obtained can be agreed.

RESULT AND DISCUSSION

Description of Capacity Building of Government Officers Knowledge

The capacity building of the officers begins with the development of knowledge owned by the officers in the organization. Knowledge (knowledge) is an increase in the level of intelligence, general knowledge and intellectual officers. This is shown by having technical knowledge of service, knowledge of service procedures. Knowledge includes general knowledge, intelligence, and intellectual property of the organization's officers. Every officer, both governmental and private instincts, would expect the officers to have a high level of knowledge in order to be able to work optimally and provide a satisfactory work result of the organization. The knowledge of the organizational officers can be seen from the level of knowledge of service procedures to the society.

Knowledge of service procedure is one factor for the officers in carrying out the service to the society. Services provided by the authorities to the public, should follow the procedures that have

been established so that the implementation of work services smoothly, so that the work can be satisfactory. Of 43 respondents, 38 (88.37%) of respondents stated that the officers at the Department Of Education Of North Buton South East Sulawesi had a good knowledge of service procedures. It means that the officers have understood about the procedure of service to the public at the Department Of Education Of North Buton South East Sulawesi. This is supported by the level of education and work experience possessed by the officers so as to facilitate in carrying out the service.

In addition to knowledge of service procedures, the officers should also have knowledge of technical services. Technical knowledge of the service is the basic knowledge possessed by the officers of the organization in understanding the technicalities in the service such as how to communicate well, the attitude in providing services, how to complete the service to the society. After the officer has knowledge of the service procedure, the officers must also be accompanied by technical service knowledge. With the knowledge of both, then the officers will not trouble in carrying out the service to the society. Of 43 respondents, 39 (90.69%) of respondents stated that the officers at Department Of Education Of North Buton South East Sulawesi had a good knowledge of technical services. It means that the officers understand about the technical services that include good rhetoric by the officers, problem-solving skills, and courtesy.

Based on the above description, it can be concluded that the officers at the Department Of Education Of North Buton South East Sulawesi has a good knowledge of service procedures and knowledge of technical services that include good rhetoric, courtesy, and problem-solving skills. Although the officers already have knowledge, but there are some officers who have not been able to carry out good service, so the capacity of the officers still needs further development.

Skills

Skill is an improvement in the level of creativity, as well as basic skills that can be taught through training and work experience. This can be demonstrated by administrative skills, managerial skills, technical skills and social skills. Skill has an important role in developing the skills of personnel because skills are physical evidence in assessing the capacity of an organizational officer in which skills include administrative skills, managerial skills, technical skills, and social skills. An officer's skills can be measured using administrative skills, managerial skills, technical skills, and social skills. Administrative skills are administrative-related skills, such as mail handling, file management, reports, and more. Managerial skills are skills related to planning, organizing, and supervision. Technical skills are the capabilities of the officer associated with the use of equipment, certain procedures such as computers, typewriters, and others. While social skills are the ability of the officials in socializing in the office, both colleagues and colleagues.

Administrative skills of employees, as many as 35 (81.39%) of respondents stated that the officer at the Department Of Education Of North Buton South East Sulawesi had good administrative skills. In this case is the ability to create letters, activity reports, and file management. Furthermore, the managerial skills of the officer at the District Education Office

of Buton Utara District, as many as 26 (60.46%) of respondents stated that the officer at the Department Of Education Of North Buton South East Sulawesi had good managerial skills. In this case is the ability to make planning, organizing, and supervision to other officers. These skills are not all officers can have the cause of these skills required in occupying a certain position in the organization. Next, the technical skills of the officer at the Department Of Education Of North Buton South East Sulawesi, as many as 20 (46.51%) of respondents stated that the officer at the Department Of Education Of North Buton South East Sulawesi has good technical skills. In this case is the ability to master and use various tools in the work that includes computers, typewriters, and several of other equipment. These technical skills are not all officers able to master well, due to lack of understanding and training followed, or minimal experience in using work equipment. And finally, the social skills of the officer at the Department Of Education Of North Buton South East Sulawesi are in good category. A total of 38 (88.37%) of respondents stated that the officer at the Department Of Education Of North Buton South East Sulawesi had good social skills. In this case is the officer capable of communicating to superiors and fellow co-workers with good, mutual respect and mutual trust so as not created hostility or conflict between colleagues and superiors.

Based on the description above, it can be concluded that the officer at the Department Of Education Of North Buton South East Sulawesi has a pretty good skill. This is evident from the administrative skills and social skills possessed by the officer, but managerial skills and technical skills are adequately mastered. This will require further development in the future, so that the officers in the Department Of Education Of North Buton South East Sulawesi are able to master well skills.

Variable Quality of Public Service

Rapidity

Rapidity is a timely service in accordance with the time specified so that the transaction process can run smoothly. Rapidity in this study is the speed of officer in providing services to the society because the speed shows a quality of service. Rapid delivery is one of the benchmarks of officer responsiveness in work. Rapid service in this case is not only timely service, but also about being right on target.

Of 43 respondents there were 34 respondents or 79.06% who stated capable, in the sense that the officer is able to provide services quickly. This is because the officer has a good work ability and supported by adequate work experience making it easier in completing the job. Furthermore, to assess the speed, it can be measured using indicators of alertness of the officer in providing services. Of 43 respondents there were 30 respondents or 69.76% who stated alacrity. The alertness of the officer in providing services to the society is the hope of every society. Because with the preparedness of the officer will facilitate the interaction between the society and the officer. The alertness of the officer at the Department Of Education Of North Buton South East Sulawesi is shown by greeting the society and asking for the services that they need.

Accuracy

Accuracy is a service that fits the target that the organization wants to achieve. The accuracy shows the ability of the officer

in the implementation of the task in this case is to provide services to the society. In the sense that the accuracy in work will encourage them to provide maximum service to the society so that people feel satisfied in getting services at the Department Of Education Of North Buton South East Sulawesi. Accuracy in work shows that the officer has reliability in working, because it is supported by various factors, one of which is work experience. Work experience is a useful thing that can be learned from the length of an officer in working in a particular field. From the above understanding, it can be concluded that a work experience can increase reliability work.

Of 43 respondents there are 28 respondents or 65.11% who stated quite precisely, in the sense that the officer at the Department Of Education Of North Buton South East Sulawesi there are some who are quite capable in doing tasks appropriate work that is charged to them. The accuracy of the officer in providing services to the public is influenced by the level of education and work experience possessed. Therefore, these two things really need to be owned by the officer, so as to provide maximum service to the society at the Department Of Education Of North Buton South East Sulawesi. Based on the table above, it can generally be concluded that the officer at the Department Of Education Of North Buton South East Sulawesi is quite appropriate in carrying out the work assigned to them. This is because the average officer at the Department Of Education Of North Buton South East Sulawesi has enough experience that allows them to do the task given. But this is not supported by education that some still have high school education

Hospitality

Hospitality is a service that is provided with a friendly and sincere attitude. Hospitality is a guarantee against the work done in accordance with the rules and regulations of the leadership in this case knowledge and courtesy as well as their ability to generate trust and confidence in an organization. So hospitality is an important thing that must be considered by the officer in improving the quality of services provided to the society. Hospitality in providing services is one important factor in improving service quality.

Of 43 respondents there were 33 respondents or 76.74% who stated friendly. The hospitality of the officer in providing services to the society is the hope of everyone who gets the service. Because with the hospitality shown by the officer, the society will feel appreciated so that will create an atmosphere of mutual respect. This will certainly have a positive impact on the quality of services provided at the Department Of Education Of North Buton South East Sulawesi have guarantees for the work done which is indicated by providing services to the society with courtesy, hospitality, and the ability to grow trust to the society.

Comfort

Comfort is a service that supports a comfortable atmosphere when getting service. Usual comfort is indicated by the place and workspace used to perform tasks/jobs at the North Buton District Education Office. Convenience is one important factor that must be considered by the organization in improving the quality of service owned. For the convenience of places or

things that physically can improve the quality of service to the society. The workplace used by the officer at the Department Of Education Of North Buton South East Sulawesi should meet the standards of service that satisfy the society. Because the quality of services is provided by the officer concerns the satisfaction of the society, so that if people are satisfied with the service then it can be said that the quality of service has also increased. A total of 27 respondents or 62.79%, in the sense that workplace conditions used in carrying out work on the Department Of Education Of North Buton South East Sulawesi can make the officer and the society feel comfortable. This is supported by the room equipped with Air Conditioner (AC), TV and waiting room that makes people comfortable.

In addition, comfort can also be assessed from the state of facilities and infrastructure in supporting services. Good facilities and infrastructure can be used to support the quality of service. A total of 29 respondents or 67.44%, in the sense that the state of supporting facilities and infrastructure in providing services to the Department Of Education Of North Buton South East Sulawesi in good condition, clean, and maintained. Comfort affects the quality of service at the Department Of Education Of North Buton South East Sulawesi. Society as the recipient of the service would want a good service, so that the condition of the officer work space in providing services must be considered feasibility. This is indicated by the space used in providing services in a clean condition, in addition to facilities and infrastructure in good condition where the AC, TV and others still work properly.

Closing

CONCLUSION

Based on the research, it can be concluded that in general the capacity of the officer in the Education Office of North Buton Regency in the category is quite good. Judging from the dimension of knowledge (knowledge), officials have a good knowledge of the knowledge of service procedures. It also affects the technical knowledge of services by the officer of the organization. In addition to the skill dimensions of the officer at the Department Of Education Of North Buton South East Sulawesi have administrative skills and social skills, but still have sufficient skills of managerial and technical skills. From the aspect of the quality of public services, it does in general can be said to be qualified. This is demonstrated by the ability to provide fast service to the society, ready to provide services, be friendly in providing services, adequate workplace, and the state of facilities and infrastructure in good condition. Although there are still some shortcomings, the reliability of the officer in doing the job as ordered is still in good enough category.

Suggestion

1. To improve the capacity building of the officer, it is necessary to develop skills especially those related to managerial and technical skills. So the officer no longer awkward when confronted with technical and managerial issues.
2. To improve the quality of service at the Department Of Education Of North Buton South East Sulawesi, the organization needs to improve the reliability of the officer. Where there are officers who still can't be relied upon to do the job.

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