

## Quality of Public Services in Housing And Settlement Environments in Maluku Province

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### Abstract

*The purpose of this study was to analyze the quality of civil service at the Maluku Province Housing and Settlement Service. Qualitative methods were used to produce a more comprehensive study of a phenomenon on the subject of the study. The results of the study showed 1. various obstacles were encountered such as being slow in carrying out reports and not according to the targeted time. 2. the motivation aspect, needs to be improved because it affects the completion of work or tasks and responsibilities given. 3. the knowledge aspect, as an initiative taker related to thinking power, creativity in the form of ideas to plan something related to organizational goals is not yet adequate. 4. Leadership aspects in the team, encouraging work morale and creating a better work culture. Constructive recommendations are seen from the aspect of initiative and problem solving that are not yet adequate so that a good employee mentality is needed in building self-confidence by giving tasks and responsibilities to employees and creating a positive work culture and ensuring that a good communication system can be built so that a comfortable work environment is created and implementing a reward and punishment system in carrying out the tasks given so that the organization's goals are in line with the targets that have been set.*

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## 1. INTRODUCTION

Public service to the community in a professional, honest, fair, and equitable manner in the implementation of state duties is influenced by many factors such as low levels of education, lack of discipline, and lack of authority and responsibility that affect the quality and competence of performance. Likewise, mentality and integrity are not in accordance with what is expected, so that there is a lot of harsh criticism of the figure of the Civil Servant.[1]

Public service is the main reflection of how the performance of government administration is both at the central and regional levels. The running of a government well can be seen from the implementation of public services to the community. This is inseparable from the purpose of public service. The implementation of public service aims to meet the needs of the community/citizens. Therefore, to meet these needs, good public service must meet certain principles.

Some principles that can be used as a reference for public services are: 1.) Identifying the real needs of consumers, 2.) Providing integrated services, 3.) Having a system that supports consumer services, 4.) Employees must be responsible for the quality of service, 5.) Consumer complaint services must be carried out properly, 6.) Continue to innovate, 7.) Employees are as important as consumers, 8.) Being firm but friendly to consumers, 9.)

Establishing special communication and interaction with customers, 10.) Always controlling quality.[2]

Civil servant resource management is very necessary because it is the subject and object in carrying out state duties. The quality of service of the state civil servants (ASN) of the Maluku Province Housing and Settlement Area Service has a significant impact on accelerating development achievements in Maluku Province.

As observed by the author while working at the Maluku Province Housing and Settlement Area Service, there is a lack of employee work discipline, for example, work targets do not meet applicable standards because there is a delay in completion, minimal communication and cooperation between colleagues hamper work progress. In addition, ASN knowledge regarding the use of the baileo application and the application of technology and innovation is considered still lacking, even though this application is a support for every employee's work. The phenomenon that has been explained certainly greatly affects the quality of ASN performance which has an impact on achieving service quality.

From the various phenomena that occur, this problem formulation is used as a reference to be able to analyze the quality of service and achievement of the performance results of state civil servants at the Housing and Settlement Area Service of Maluku Province.

The quality of employee service is a unity of interaction between the abilities possessed and motivation to take action to achieve organizational goals, which must be followed by increasing opportunities to maximize work to achieve organizational goals. So that employee work achievements can be seen through a combination of abilities, motivations and opportunities to achieve maximum work and achieve an organizational vision and mission. According to research on the quality of public services, the results or achievements of an employee are based on the time period in carrying out tasks and responsibilities with various agreements such as the standards of work results given, targets that have been determined in advance and through mutual agreement.[3] .

Quality is carrying out an activity and perfecting it according to responsibility with the results as expected. Quality is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, vision and organization. Basically, the definition of quality is related to the responsibility of an individual or organization in carrying out the authority and responsibility given to it.

Another view regarding quality is the achievement of tasks carried out by employees in accordance with the work program and carried out as expected to achieve the vision, mission and goals of the organization. Quality is supported by processes that are carried out optimally so as to produce employee performance that supports the achievement of organizational goals so that it can have an effect on increasing employee performance

How far the difference between reality and customer or consumer expectations of the services received is understood as public service [4]. Service quality is built on the comparison of two main factors, namely customer perceptions of the real service they receive with the service they actually expect/want. Meanwhile, customer satisfaction is a post-evaluation where the alternative chosen is at least the same or exceeds customer expectations, while dissatisfaction arises if the outcome does not meet expectations.

The realization of the obligations of government employees as public servants is the provision of excellent service which is the essence of true public service. Service to the community as an activity or series of activities, occurs physically and provides satisfaction to the community [5]. Public services, whether in the form of services or public goods, are basically the responsibility of government agencies and business entities. Government efforts aim to meet community needs through services provided by state civil servants[4] .

Providing services or serving the needs of people who have needs can be carried out in accordance with the basic rules and procedures that have been determined to fulfill the desires and needs of the community. Thus, the organizing organization is obliged to provide public services in accordance with the objectives of its formation.

Activities or series of activities in order to fulfill the service needs of the community that are included in the framework of the Indonesian state as a form of welfare state with the aim of general welfare involving the government in the life of the community, then the implementation of Law No. 25 of 2009 concerning public services that the state is obliged to serve every citizen and resident to fulfill their basic rights and needs is the basis for the government to carry out public services to the community[6]. Strengthened by the Decree of the Minister of Empowerment of State Apparatus Number 25 of 2004 concerning the National Development Planning System, it explains that "all service activities carried out by public service providers are a form of public service in an effort to fulfill the needs of service recipients, as well as in the context of implementing statutory provisions".

Thus, it can be said that an important element in the implementation of government is public service. In simple terms, public service is understood by various parties as a service organized by the government. Public service is all processes concerning goods and services organized by the government[7]

Government officials as public servants are worthy of carrying out mandatory public service duties. This implies that in carrying out their duties they must always try to serve the interests of the community by complying with applicable regulations. Therefore, the government as a public servant has an obligation and responsibility to provide good and professional services [8]

The process of fulfilling needs through the activities of other people directly is essential service. Basically, there are two types of services needed by humans, namely personal services for humans which are called physical services and administrative services provided through the services of other people as members of organizations, be they mass organizations or the state. Public services or general services are all forms of services, both in the form of public goods and public services which are in principle the responsibility and implemented by government agencies at the center, regionally, and within State-Owned Enterprises or Regional-Owned Enterprises, all of which can be provided in an effort to meet the needs of the community or in the context of implementing the provisions of laws and regulations.[9]

A manifestation of the characteristics of good governance is providing quality public services and this is one of the important characteristics in dedicating oneself as a public servant. The performance of public services has a huge influence on the quality of people's lives. Therefore, it is an obligation for regions to improve the welfare of their citizens by building a reliable public service management system. Thus improving the quality of public services is one of the reasons for the government to decentralize the authority for administering public services at the regional level so that services to the community become more responsive and the development dynamics felt by the community in the regions are increasingly met.[10] .

The concept of service quality must be comprehensive, and is not yet fully part of government organizations, including in the provision of services to the community, where the government has not yet cultivated quality values in its services. This often causes people to complain about the quality of services provided by the government [6].

The context of public service is a form of public service that prioritizes public interests, makes public affairs easier, shortens the time for carrying out public affairs and provides satisfaction to the public [11]. Public service is an important task that cannot be ignored by local governments because it is a system, if the service components do not run well then it

is almost certain that all sectors will have a bad impact, therefore there needs to be good planning and even public service standards need to be formulated in accordance with the authority given. Creating service quality requires government officials to be more proactive and careful in anticipating the global paradigm so that the services provided are able to meet the dynamic needs of society [12],[13],[14] and [15].

The concept of quality is a measure of the success of an organization including government institutions as public service providers. The government is required to always conduct surveys regarding the desires and assessments of the community regarding the services provided. Quality is an important element in the entire process of organizing state services because the government system is the mainstay of every citizen's service in obtaining guarantees for their rights. It can be explained that the quality of public service is an interaction of three aspects, namely first, the service system built by the service provider organization, second, human resources providing services, service strategies, and third, customers or service users. The existence of these three aspects is a chain that is interrelated and interacts with each other and is glued together in a system of organizational culture to be directed to consumer needs as a whole. [16].

Quality in the context of understanding can be interpreted as follows:

- 1.) Conformity to requirements/demands,
- 2.) Suitability for use,
- 3.) Continuous improvement/improvement,
- 4.) Free from damage/defects,
- 5.) Fulfillment of customer needs from the beginning and at all times,
- 6.) Doing everything right from the beginning,
- 7.) Something that can make customers happy. [2]

Service quality is the most important aspect that can be realized through the ability to satisfy the needs of the community with service products that are free from physical and mental deficiencies and damage. A dynamic condition related to products, services, people, processes and the environment where the quality assessment is determined at the time of public service provision as evidence of the quality of service carried out [17].

Service quality can be determined by comparing consumers' perceptions of the service they receive with the service they actually expect. Service is said to be quality if the service is carried out quickly, pleasantly, tries to minimize errors, follows processes and procedures that have been determined in advance, thus the quality of service in general must be able to meet customer expectations and satisfy their needs to the maximum.

In an effort to realize the satisfaction of public service users, services must be carried out well and in accordance with the needs of public service users, which is very important [18]. Being able to inspire people to build strong long-term relationships and ultimately increase satisfaction and minimize public dissatisfaction and have a close relationship with public satisfaction is a real form of the quality of service provided. [19]. Quality public service is every effort to help or prepare all forms of affairs carried out by government officials with the aim of meeting the needs and expectations of the community [7].

Realizing quality and satisfying public services of course requires government officials who prioritize professionalism. Quality is a dynamic condition related to products, services, people, processes and environments that meet or exceed expectations [20].

Service quality must be comprehensive and indeed has not fully become part of the organization, including the provision of services and where employees have not yet cultivated the values of quality in service. This leads to the formation of quality in service where the community is the focus of the service. This means that if the service received is in accordance with what is expected, the quality of service will be prepared well and satisfactorily, while the service received is lower than expected, the quality of service will

be perceived poorly. Theoretically, the purpose of public service is basically to satisfy the community[21]

Employee quality [22] can be formulated as follows:

1. Ability factor

Employee ability consists of potential ability (IQ) and reality ability (knowledge skill), meaning that employees who have an above average IQ with adequate education for their position and are skilled in carrying out daily work will find it easier to achieve the expected performance.

2. Motivation factors

Motivation is formed from an employee's attitude in facing a work situation, an employee's mental attitude must be a mental attitude that is psychologically ready, meaning an employee must be mentally ready, physically capable, understand the main goals and work targets to be achieved, be able to utilize and create a good work situation.

3. Knowledge factor

A person who has good knowledge about the job will provide good work results, and vice versa. This means that knowing the knowledge about the job will make it easier for someone to do their job.

4. Leadership factors

The role of a leader must be able and capable of playing his role in an organization, a leader must be able to explore the potentials that exist within him and utilize them within the organizational unit.

5. Leadership style factor

This is the style or attitude of a leader in dealing with or ordering his subordinates. In practice, this leadership style can be applied according to the conditions of the organization for certain reasons, this leadership style or leader's attitude can affect employee performance.

The focus of the problem that is the basis for studying the quality of ASN services at the Maluku Province Housing and Settlement Service can be a different study from many studies on service quality that have been conducted, both internationally, such as a survey conducted on civil servants in Albania. This survey covers various personnel management practices such as recruitment and selection, career advancement, performance evaluation, salary management, job stability and leadership practices, skill levels and work environment in public administration. This survey examines the effectiveness of management practices in these areas in relation to job satisfaction and turnover intentions among civil servants, job performance and job motivation, public service orientation, organizational trust, and various ethical and unethical behaviors in public administration. The same thing is also true in Indonesia, such as research on the influence of service quality on consumer satisfaction. [23], Likewise, research on the quality of public services to understand the role of state civil servants in realizing good governance with a focus on aspects of efficiency, transparency, accountability and participation.[24].

In this study, the focus of the research is the quality of employees reviewed from the aspects of ability, motivation, knowledge and leadership. Each agency conducts performance assessments in different periods, but in a period of time that is not short. The process of assessing the quality of ASN services at the Maluku Province Housing and Settlement Service is usually carried out annually or every semester to provide a more accurate picture of employee contributions over a certain period of time. The results of a person's service quality in carrying out tasks according to their duties. These results can be measured by standards that have been measured over a certain period. So, the service quality report is a summary of work, both individual and agency.

With semester and annual quality reports as part of the analysis of work report documents in reviewing and interpreting information contained in written materials, to get an overview of the quality of a person's service in carrying out tasks according to their duties. by using 6 steps of a critical thinking framework [25]. This is a solution to overcome problems in improving the quality of service based on the ability, knowledge, motivation and leadership of ASN employees with confidence, able to communicate thoughts and ideas clearly, and reduce the influence of emotions, bias, and misinformation. In addition, by using critical thinking, ASN at the Maluku Province Housing and Settlement Service can continue to improve the quality of service.

## 2. RESEARCH METHODS

This study uses qualitative methods as an effort to collect specific data information from participants as well as analysis of work report documents to review and interpret the information contained in the written material. [26]. The reason researchers use qualitative methods is to produce a more comprehensive study of a phenomenon regarding the research subject by using 6 steps of a critical thinking framework.[25]

- Knowledge – Determine the main topic
- Understanding – Identify the Problem or Question
- Application – Analyze data and make connections between the data collected
- Analysis – Solve the problem, or issue being investigated
- Synthesis – Convert the solution into an action plan that can be implemented
- Evaluation – Test and evaluate the solution

Through this method, clear and coherent reasoning can be built on the problem, and will help ensure that this method is very efficient in evaluating arguments and ideas through rational reasoning in order to achieve innovative results to see the level of ability, knowledge, motivation and leadership.

Research Stages:

1. initial survey,
2. analysis of semester and annual quality report documents
3. interpretation of collected data
4. identification through a 6-step critical thinking game
5. conclusion

In determining informants, purposive sampling is used, namely researchers determine informants based on their abilities and knowledge of the problems being researched.

## 3.RESULTS AND DISCUSSION

### 3.1. Employee Quality Reviewed From Ability Aspect

Work ability is the expertise and work skills possessed by employees related to their work. Every employee will always be required to have certain work abilities to be able to carry out their work effectively and efficiently. Ability or skill (ability) is the total of all skills needed to achieve results that can be accounted for [27].

Employee ability consists of potential ability (IQ) and reality ability (knowledge skill), meaning that employees who have an above average IQ with adequate education for their position and are skilled in carrying out daily work will find it easier to achieve the expected performance. [22]

The findings of the aspect of ability in analyzing problem solving, or issues investigated through critical thinking, show that individuals in carrying out analysis, predictions, reasoning, evaluation and reflection by utilizing previous knowledge to overcome challenges faced in order to achieve desired goals are at a low level of understanding. This result is very related to employee performance at the Maluku

Province PKP Service in terms of work completion and employee placement has not been in accordance with the set targets, because each employee will always be required to have certain work skills to be able to carry out their work effectively and efficiently. In achieving the work targets that have been set based on the SOP, it has not run optimally because various obstacles have been encountered, such as being slow in carrying out reports and not according to the targeted time.

Based on the findings that correlate with the work capability indicators, it can be described according to Rivai as follows:

1. Tasks given

The tasks given are different from the tasks given to others, namely the tasks of each individual are differentiated according to these functions.

2. Arrangements

The arrangement of work implementation must be clear, because the implementation of work and tasks is based on standard SOP rules.

3. Policy

A clear policy contains clear organizational rules and policies in implementation.

4. Cooperation

Teamwork, individual roles are clearly regulated in group cooperation.

5. Procedures

Work received from superiors, there are procedures and views on standard report formats. [13]

An agency experiences improvement or progress both in terms of service and welfare if it is supported by the ability and good performance of its employees. Ability is an innate or learned characteristic that enables a person to complete work, both mentally and physically. [28]. A person's ability will also determine behavior and results. What is meant by ability is the talent inherent in a person to carry out an activity physically or mentally which is acquired from birth, learning and from experience.

"The measure of how well the level of service provided is able to meet community expectations can be seen from the aspect of ability. Good work ability can increase work productivity, good work ability can support the success of the organization in achieving its goals. Conversely, if the level of work ability decreases, it will hinder the organization in achieving its goals. Good work ability is based on competence or expertise, experience, sincerity, and time. and the ability of employees to be able to carry out their duties and responsibilities is the basis of good performance.

Ability is a person's capacity about what is known and how to have the choice to carry out the obligations given appropriately according to the desired goals. A person's ability basically consists of 2 factors, namely intelligence and physical. A person's ability can affect the quality of the work that has been completed by the employee. [14]. Thus, it can be stated that ability is an individual's capacity to carry out various tasks in a job. Therefore, an organization must be more specific in recruiting employees who have the abilities desired by the organization. employees who have the ability mean they will be able to carry out the tasks given.

A person's ability can be obtained through the work period that has been passed, this is known as work experience. Work experience is very important in improving employee performance, because experience will affect the improvement of the quality of the employee's work. An employee who has a lot of experience is likely to realize high work performance and conversely, employees who are less experienced in carrying out their responsibilities are likely to experience less than optimal work performance. Therefore, a person's experience in the field of work can be measured by the level of knowledge they have.

### 3.2. Employee Quality Reviewed From Motivation Aspect

Conditions that encourage or as an embryo of someone to do an act or activity that takes place consciously are part of motivation [29]. Thus it can be explained that motivation is a desire within a person that causes the person to do an action to achieve a goal. He said that work motivation is one of the factors that helps determine a person's performance. The size of the influence of motivation on a person's performance depends on how much intensity of motivation is given.

Employee motivation is the internal and external drive that drives individuals to achieve desired goals within their work environment. This drive involves a combination of factors, including needs, desires, personal goals, and expectations, that drive employees to exert maximum effort, achieve better results, and contribute significantly to the success and goals of the organization where they work.

Employee motivation plays an active role in creating a productive and conducive work environment, where individuals feel involved, excited, and satisfied with their achievements. In essence, motivation is the driving force that drives employees to achieve high performance and make optimal contributions to their organization. .[27] .

The findings of the motivation sub-indicator in changing solutions into action plans that can be implemented, It is explained that the most basic thing to start the need is the expectation that you want to achieve, starting from the need, it will encourage someone to behave. This behavior must direct someone so that their needs have a plan according to expectations so that there is a strong desire for personal responsibility. This is a personal or intrinsic driving force/motivation and the desire for quick and concrete reciprocity by considering the results of their work is a driving force from outside themselves or extrinsic motivation.

The results obtained through the critical thinking model with employee performance can be seen from the discipline in working and being present on time in relation to the sensitivity to the responsibilities given. Motivation is a part that influences employee sensitivity to their responsibilities at work. Employee motivation at the PKP Service still needs to be improved because it can be seen from the discipline in working and being present on time. Employees at the PKP Service also need to improve their work motivation so that they can complete their work according to the specified time. There are strategies that are carried out as a way to improve employee performance motivation including increasing knowledge in terms of education by being given the opportunity to continue school and take training.

The emergence of motivation in a person is certainly due to the existence of a life need, whether primary needs or secondary needs. If these needs can be met, then a person will work actively so that work performance (performance) can increase.

In essence, the activities of the leadership to be able to generate and increase the spirit and enthusiasm of the employees in the organization are part of motivation[30]. Lack of motivation in working can affect the quality of a person's work. This will affect the satisfaction of people who receive services from the service.[28] . Therefore, to improve the quality of work life of employees, leaders in an organization can provide work motivation in the form of compensation for services that have been done as an important part of an effort to increase employee work motivation by paying attention to their individual needs while they work to improve work performance and productivity in order to achieve the goals of the organization.

### 3.3. Employee Quality Reviewed From Knowledge Aspect



Knowledge is a variety of things obtained by a person through the five senses. Everything that is known from the learning process is knowledge, the higher the level of employee education, the higher the knowledge they have.

Knowledge is the result of human sensing, or the result of someone knowing an object through the senses they have (eyes, nose, ears, and so on). So knowledge is various things obtained by someone through the five senses. Everything that is known from the learning process is knowledge, the higher the level of employee education, the higher the knowledge they have. [31]

The information that employees have (what they know), how they organize the information, and their strategies for using the information are knowledge to solve a problem and find alternative solutions and can develop creative ideas. With the information owned by employees, it will make it easier for employees to carry out a job. [32]

The findings from the knowledge aspects needed in problem solving are principle knowledge, declarative knowledge, and cognitive strategies. This knowledge is used to support the cognitive process in solving problems in the form of creativity in the form of ideas, being in a medium position, correlated with employee performance that knowledge can be seen from one of the indicators as taking initiative with thinking power, creativity in the form of ideas to achieve organizational goals is inadequate.

From the research results obtained, it can be described that the ability to understand problem situations by breaking them down into a focus section is to be able to identify cause and effect relationships, so that they are able to analyze problems conceptually by using reasoning based on logic, combining ideas and information to create a clearer and more concrete picture, so that they can produce the right solution in the development of an organization.

Mastery of knowledge in a field related to employee duties is part of knowledge [11]. The quality of an employee's work is determined by the knowledge they obtain. In general, the work a person does is a manifestation of the knowledge they have. Apart from that, knowledge can also be obtained from the mentoring process from leaders. Knowledge is awareness in the cognitive field. For example, an employee can understand and know how to identify problems, and how to solve these problems well according to the needs of the organization.

The development and dynamics of technology and information has made competition in the world of work increasingly fierce, companies/institutions must be able to create their own knowledge so that their employees can have internal strength that is able to compete with the global market.

Knowledge is an important factor in any organization, both private and government. Employees as human resources who do not have a little knowledge of the organization where they work will hinder the success of the organization. Thus, every employee must be required to carry out maintenance, development and always increase their knowledge. This is an obligation that must be done so that individual employees are not technologically illiterate about the development of information, technology and communication that continues to rapidly advance and develop in the digital world. The knowledge factor is very important for an employee to equip himself because without knowledge, he does not know what to do and do.

Thus, Knowledge will be the data that someone has about a certain field. Information is knowledge that reflects a person to understand something. In line with that, an employee can increase his knowledge through training, both formal structural training and informal institutional training. This illustrates that a person's knowledge is obtained

through the sense of hearing, namely the ears and the sense of sight, namely the eyes in the form of self-capacity through higher levels of education [33]

### **3.4. Employee Quality Judging from the Leadership Aspect**

Leadership is important in an organization because leadership is one of the vital keys to achieving organizational success. All decisions, movements and pace of development require leadership. An important reason why leadership is important is as a basis for building a strong team. [27]..

Leadership that is carried out well is a manifestation of effective leadership, and effective leadership can contribute to improving employee work performance. Leaders provide motivation, vision, and support to employees and employees reciprocate those same behaviors with higher levels of performance.[34] .

Performance appraisal is the process of evaluating how well employees do their work compared to standards, then the results of the evaluation are conveyed to employees.[32], The results of the findings through the leadership sub-indicator can be explained that leadership involves the ability to bring about desired changes or actions to achieve organizational goals. If this is clarified then leadership is the responsibility to control certain situations while being in a directing or guiding position. Innovative and creative and able to adapt to advances in science and technology are in a high position because in improving employee performance to produce quality services, leadership is seen building a strong team, encouraging good work morale, creating a positive work culture and ensuring organizational goals are achieved.

Leadership in creating a work culture, a good organizational climate and career development is an internal part of the existence of a leader with a situational leadership style in strengthening and improving the performance of his subordinates. The leader's understanding of the different situations of his subordinates determines his success. A leadership situation is a positive interaction between a leader and the subordinates he leads

What determines the success or failure of an organization can be seen from the leadership implemented by a superior in the organization so that it can influence employee satisfaction and work quality in achieving the targets that have been set. [33]. The ability to persuade others to achieve set goals is part of leadership. So it can be translated that leadership is the ability to convince and mobilize other people to work together as a team to achieve a goal that will be achieved. [3]

The leader sought is a transformative leader, a leader who knows when to act, of course a leader's work is not measured by the position occupied, but how the leader behaves and is able to provide direction, guidance, instructions, guidance, advice, or instructions. in all role involvement. Thus, the attitude of a leader who is able to accommodate all the problems experienced by employees, such as motivating, providing examples and innovation, forming inspiration, and being adaptive to bring out the talents of employees in terms of development and problem solving is the ideal type of leadership [35].

### **3.5. Performance results in building the quality of state civil service services at the Maluku Province Housing and Settlement Area Service.**

The performance appraisal process is usually carried out annually or every semester to provide a more accurate picture of employee contributions over a certain period of time. From the various responsibilities given, it can be measured that a person's ability to innovate by contributing new ideas and developing creative solutions in carrying out tasks and responsibilities is not optimal. It can be proven that the use of the Baileo

application and the application of technology and innovation are considered to be lacking, even though this application supports every job of employees, especially in the public housing sector and self-help. Employees still have to improve their skills in using this application as an information data center for residential housing in Maluku Province. This data will later function as community needs regarding Housing and Settlement data.

An agency experiences improvement or progress both in terms of service and welfare if it is supported by the ability and good performance of its employees. Ability is an innate or learned characteristic that enables a person to complete work, both mentally and physically. [36]. A person's ability will also determine behavior and results. What is meant by ability is the talent inherent in a person to carry out an activity physically or mentally which is acquired from birth, learning and from experience.

James L. Gibson, John M. Ivancevich, and James H. Donnelly [37], explained that performance results are the level of success of a person in carrying out tasks and the ability to achieve predetermined goals. While work quality is how an employee's ability to provide services or performance periodically with a certain period. Work quality is part of the organization to measure development during a specified time. Employees who present consistent or higher or better work quality than the usual amount or level need to be compensated so that the quality provided continues to be maintained or improved while employees who have work quality below organizational standards will be directed to take the evaluation stage as a clear step

In responding to the challenges and taking advantage of the opportunities posed by the Regional Autonomy policy implemented by the central government to reduce the gap between the center and the regions, improving the quality of human resources is a key and important factor for organizations. This really depends on the leadership factors that take part in making a policy.

Quality of work is a reference for the projection of the sustainability of an organization, the basic reason is based on the driving wheel or embryo of the sustainability of an organization lies in the employees, while the raw material in the driving force is the quality of work. [38]. Based on the stated paradigm, it is conscious that an organization today needs an adjustment indicator for each period so that the measurement of work quality can be carried out perfectly. The factors that contribute to it consist of various considerations such as ability, knowledge, motivation and leadership attitudes.

Based on the findings through the stages of critical thinking, it can be interpreted that each organization will do its best to achieve the performance goals that have been set. Factors that also influence are various employee abilities with various types

1. Technical ability

Technical ability is knowledge of methods and procedures related to work and equipment in the workplace.

2. Human ability

Human ability is the ability to work in a group atmosphere where the organization is safe and free to express their concerns.

3. Conceptual ability

Conceptual ability is the ability to see pictures to identify key elements of a situation and to understand between those elements.[31]

To improve performance, a person can use knowledge systematically and thematically in solving problems, be able to carry out work in accordance with the responsibilities assigned by the organization, improve formal education and improve skills through educational activities and work training.

Likewise, the results achieved by employees in relation to a person's motivation in carrying out their duties and responsibilities do not necessarily mean that their implementation can meet the targets according to the time standards that have been set, sometimes there is a delay in submitting employee work reports, for example there is a delay in completing them. This is an important part of measuring performance results.

The emergence of motivation in a person is certainly due to the existence of a life need, whether primary needs or secondary needs. If these needs can be met, then a person will work actively so that work performance (performance) can increase. The aim of an organization is to view employees not only as workers but more as organizational assets which are very important to be managed well. Therefore, improving the quality of human resources is not only done through good knowledge, but through training, competence and motivation.

Employees are an important resource for an organization, because they have the talent, energy and creativity that the organization really needs to achieve its goals. The success of an organization is influenced by the performance of employees in carrying out their duties in accordance with the responsibilities given to them.

In general, the quality and quantity that can be achieved by an employee in carrying out his main duties and functions as an employee with the responsibilities assigned or given to him. Quality is carrying out an activity and perfecting it according to responsibility with the results as expected. Quality is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, vision and organization. Basically, the definition of quality is related to the responsibility of an individual or organization in carrying out the authority and responsibility given to it.

The goal of an organization is to view employees not only as mere workers but more as organizational assets that are very important to manage well. Therefore, improving the quality of human resources is not only done through good knowledge, but also through training, competence and motivation.

Motivation in work is something that is very much needed for each individual in developing a person's career, because it greatly influences a person's behavior, Motivation is called a desire, support or need that can satisfy and encourage someone to do their actions. such a way will definitely happen. Therefore, motivation greatly affects employee performance. The reason is that most employees will be more productive if the organization supports them in their work. It is said that good job development will affect employee performance in the organization. Thus, employees will be motivated to work, if there are stimulants given to their employees [39].

Employees are important resources for an organization, because they have the talent, energy and creativity that are needed by the organization to achieve its goals. The success of an organization is influenced by the performance of employees in carrying out tasks according to the responsibilities given to them.

Another view regarding quality is the achievement of tasks carried out by employees in accordance with the work program and carried out as expected to achieve the vision, mission and goals of the organization. Quality is supported by processes that are carried out optimally so as to produce employee performance that supports the achievement of organizational goals so that it can have an effect on increasing employee performance.

A comfortable working situation and good knowledge mastery as well as fair and proper encouragement received by employees by their leaders, then employees individually will be motivated to work well and be fully responsible because their needs are physically met so that their productivity and performance increase. With increasing productivity, performance will be increasingly profitable for the organization and the

employees themselves. It can be concluded that in order to obtain the superiority of its human resources, the organization must be able to improve the performance of its human resources.

Thus, the dynamic conditions related to all processes, products, services, people, and the environment will be assessed for quality at the time the service is provided. The quality of public services provided by government officials will be assessed to what extent they are implemented and become a benchmark for the quality of the service. On the other hand, there has been an increase from time to time in the demands of the community to obtain quality services. These demands are growing along with the growing awareness that citizens have the right to be given services. To realize the rights of the community, good work effectiveness is required from government agencies [37]

#### 4. CONCLUSION

The achievement of the quality of public service results for the state civil apparatus is not yet in accordance with the standards that have been set at the Maluku Province Housing and Settlement Area Service.

1. 1 The quality of public services at the Maluku Province PKP Service is seen from the completion of work which has not been in accordance with the targets set, because various obstacles have been encountered such as being slow in carrying out reports and not meeting the target time
2. The motivation aspect needs to be improved because it influences the completion of the work or tasks and responsibilities given
3. knowledge aspect, as an initiative taker related to thinking power, creativity in the form of ideas for planning something related to organizational goals is still inadequate.
4. Leadership aspects in the team, encouraging work morale and creating a better work culture. There needs to be a provision of awards and coaching to employees to increase motivation so that it can form a good worker mentality and can build self-confidence. Skills and knowledge are further developed through training or work training, can build a good communication system so as to create a comfortable work environment and implement a reward and punishment system in carrying out the tasks assigned.

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