

Quality of Service Regarding Periodic Salary Increases for Civil Servants of the Regional Personnel Agency of South Nias Regency

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ABSTRACT

This study aims to determine and describe in depth the quality of periodic salary increase services for Civil Servants at the Regional Personnel Agency of South Nias Regency. This study uses a qualitative descriptive approach to explore the quality of employee services at the Regional Personnel Agency of South Nias Regency. This method allows researchers to obtain a clearer and more detailed picture of the service process, obstacles encountered, and necessary improvements. The results of the study indicate that the quality of periodic salary increase services for Civil Servants at the Regional Personnel Agency of South Nias Regency is still not entirely satisfactory. Several aspects need improvement, particularly in terms of officer discipline, the provision of adequate facilities, and the establishment of clear and structured Standard Operating Procedures (SOPs). Furthermore, it is important to improve the technical skills of officers in using service aids to ensure a more efficient administrative process. Furthermore, the interpersonal aspect of service should not be overlooked. It is crucial for officers to always provide service with a friendly, polite, and fair attitude without discrimination. This will increase employee trust in the service provided and ensure that employees feel valued and treated well. With improvements in these various aspects, it is hoped that the quality of periodic salary increase services at the Regional Personnel Agency of South Nias Regency can improve significantly

INTRODUCTION

Today's challenges faced by Regional Personnel Agency (BKD) in providing quality services are complex, driven by diverse employee demands and expectations, regulatory changes, advances in information technology, and growing awareness of the importance of good public service. Human resource management in the public sector, the application of performance-based management principles, and a focus on achieving established results have become crucial, particularly in bureaucratic reform. Therefore, BKDs need to ensure that the quality of services provided aligns with established expectations and standards.

The quality of BKD services significantly impacts the effectiveness and efficiency of personnel administration, as well as human resource development in the regions. Good service can increase employee satisfaction, work motivation, and productivity. Conversely, poor service can lead to dissatisfaction, discomfort, and a decrease in employee morale in carrying out their duties and responsibilities. In personnel management, including human resource management, BKDs play a crucial role in improving service quality and assisting other employees in managing personnel administration.

The South Nias Regency Regional Personnel Agency (BKD) is structured as a unified body of employees who work collaboratively to achieve predetermined goals. The BKD is responsible for managing personnel within the South Nias Regency Government, preparing technical policies for the recruitment, transfer, and dismissal of employees, planning the development and improvement of regional personnel resources, administering regional personnel administration, managing the regional personnel information system, including the management of periodic salary increases, and other duties assigned by the regional head in accordance with applicable laws and regulations. The South Nias Regency BKD is expected to effectively implement this personnel management, adhering to applicable laws and regulations, task implementation mechanisms, developing the latest personnel information, and adjusting personnel management policies to current conditions and situations. The implementation of these duties is the responsibility of each employee, in accordance with their primary duties and functions. A study (Rusadi, 2023) titled "Optimizing Periodic Salary Adjustment Services through Human Resource Development at the Regional Personnel Agency (BPKAD) of Banggai Kepulauan Regency" (Rusadi, 2023) showed that the primary factor critical to optimizing periodic salary adjustment services is human resources, including staff understanding of good administration, employee discipline, consistency in working according to job descriptions, focus, and punctuality. Proper asset utilization, including the use and utilization of technology, is still a challenge. These factors subsequently become obstacles to optimizing periodic salary adjustment services at the BPKAD of Banggai Kepulauan Regency.

A study (Wahyuni & Pratama, 2022) entitled "Analysis of the Quality of Periodic Salary Increase Services at the Regional Personnel Agency" evaluated the quality of periodic salary increase services at the Regional Personnel Agency using the SERVQUAL method. The results showed that reliability and responsiveness scored the highest, while tangibles and empathy still needed improvement. The level of civil servant satisfaction with periodic salary increase services reached 78%, with an average processing time of 14 working days.

A study (Handayani & Rahmawati, 2022) entitled Evaluation of the Quality of Employee Periodic Payroll Services Based on the SERVQUAL Perspective. This study uses the SERVQUAL (Service Quality) model to evaluate service quality in the periodic payroll process for civil servants, emphasizing 5 (five) dimensions: reliability, responsiveness, certainty, empathy, and tangible evidence. The results of the study found that the dimensions of reliability and responsiveness have the greatest impact on employee satisfaction. Conversely, the dimensions of empathy and certainty still need improvement because they are perceived to be less than optimal by employees.

According to a study (Sindi Oktaviar, 2017) entitled "Periodic Salary Increase Information System (KGB) at the Ministry of Religious Affairs of Bandar Lampung City," the results showed that managing periodic salary increases using a specific system or application is more effective and efficient than managing periodic salary increases manually. This is certainly inseparable from the resources an organization has, supported by the capabilities, skills, responsiveness, reliability, attitude, and appearance of staff in providing service, adequate building facilities, office equipment, and supplies. The results of this study show a significant difference between managing periodic salary increases manually and using a specific system or application.

The implementation of the KGB management system directly within the South Nias Regency Government has actually been notified to all civil servants within the South Nias Regency Government through a circular letter sent to all heads of OPD or Department/ Agency/ Office and work units directly, published through the South Nias Regency government website, WhatsApp groups of OPD heads, sub-district heads, health centers, schools and WhatsApp groups of certain civil servant groups, but there are still civil servants coming to take care of it. Responsiveness of officers is needed, especially in providing correct information. This is not done seriously, indifferently and does not show the attitude of an officer who provides good service, behavior that lacks concern, still discriminates and discriminates against every employee served by prioritizing the affairs of employees who are known or employees who have family ties with him, the service is bad. Discriminatory service (discriminating) is shown by officers in serving guests, officers prioritize serving officials, their families or acquaintances even though there are people who have had previous dealings. Sometimes they don't hesitate to say, "Just a moment, ma'am/sir, I'll serve you first. That gentleman is the head of the department. I'll serve you later, ma'am/sir. Just a moment, I'll serve you first. That gentleman is my relative from the village." This situation causes discomfort for the guests, creating a non-

conducive atmosphere, making them feel disappointed, as if they are less appreciated and more appreciative of the officials or their relatives.

LITERATURE REVIEW

Conceptually, service in the context of human resource management can be defined as all activities or services provided by an organization by mobilizing and utilizing all available resources to achieve organizational goals. Achieving these goals requires excellent service, as Donni (2017) states. Essentially, excellent service is providing services deemed the best, meeting or exceeding established standards. Service can be defined as the direct or indirect activities of an individual, group, or organization, aimed at meeting needs.

According to Monir (in Pasolong and Harbani, 2010), service is the process of fulfilling needs through the direct activities of others. According to Kotler (in Laksana, 2008), service is any action or activity offered by one party to another, which is essentially intangible and does not result in ownership. Furthermore, Kotler (in Sinambela, 2006) defines service as any activity that benefits a group or entity and offers a solution even though the results are not tied to a physical product.

According to Lukman (in Sinambela 2006), service is an activity that occurs in direct interaction between one person and another, or even physically, and provides customer satisfaction. Another opinion regarding service is that it is an activity or series of activities that are invisible (non-tangible) that occurs as a result of interactions between consumers and employees or other things provided by the service provider company intended to solve consumer/customer problems, according to Gronross (in Ratminto & Winarsih 2006).

According to Sinambela (in Pasolong, Harbani 2010), public service is any activity carried out by the government towards a number of people who have any activity that benefits a group or unit, and offers satisfaction even though the results are not tied to a physical product. Public service according to Tjiptono (in Sunyoto 2012) is the presentation of a product or service according to the standards applicable in the place where the product is provided and the delivery is at least equal to what is desired and expected by consumers.

Service quality cannot be fully assessed by the organization that provides the service, but rather by how people perceive and feel about the service recipients, whether they are satisfied or not. Similarly, Wyckof (in Nasution 2004) argues that service quality is not seen from the perspective of the service provider, but rather from the customer's perception. Because customers consume and experience the service provided, they are the ones who should assess and determine service quality. Similarly, Tjiptono (2011) concludes that a good image of service quality is not based on the service provider's perspective or perception, but rather on the consumer's perspective or perception of service quality, which is a comprehensive assessment of a service's excellence.

According to Kotler (in Tjiptono 2011: 110), one dimension used in assessing service quality is assurance. In service, assurance involves several important aspects, namely: transparency and accountability are key factors. Organizations must be transparent in explaining the processes, policies, and standards used in providing services. Employees, as service recipients, need to be confident that all decisions and actions taken are based on fair and objective principles. Furthermore, assurance also involves the professionalism and competence of the staff.

According to Kotler (in Tjiptono 2008), satisfaction is the level of a person's feelings after comparing perceived performance or results with their expectations. Meanwhile, Tse and Wilton (in Lupiyoadi 2014) define customer satisfaction or dissatisfaction as the customer's response to the perceived disconfirmation between prior expectations and the actual performance of the product after use.

METHODOLOGY

The type of research used in this study is a qualitative descriptive approach to deeply understand and describe the quality of service provided by employees of the Regional Personnel Agency of South Nias Regency. Qualitative descriptive methods are very useful for generating several tentative theories, in line with Rahmat Jalalludin's (2002) opinion that the essential difference between qualitative descriptive methods and other methods is that they emphasize observation and natural settings. The researcher goes directly into the field, acting as an observer. He or she categorizes behavior, observes symptoms, and records them in an observation book. This research was conducted at the Regional Personnel Agency of South Nias Regency, North Sumatra Province. The Regional Personnel Agency of South Nias Regency is one of the regional government agencies that handles personnel management and other personnel administration matters, including the management of the KGB. The types and criteria of informants in this study are as follows:

1. Key informants were employees of the Regional Personnel Agency of South Nias Regency.
2. Key informants were employees who had previously processed periodic salary increases at the Regional Personnel Agency of South Nias Regency.
3. Additional informants were heads of regional government agencies (OPD) within the South Nias Regency Government

RESULTS AND DISCUSSION

Quality of Service for Periodic Salary Increases for Civil Servants

Managing personnel within the South Nias Regency Government is a highly complex challenge, encompassing a wide range of issues and information that require attention in meeting organizational needs and adhering to rules, regulations, and local wisdom to achieve the goal of effective personnel management. Good service is needed from the South Nias Regency Regional Personnel Agency, streamlining and simplifying personnel management through specific regulatory and service-based conveniences. One such service is the management of periodic salary increases.

The direct management of Periodic Salary Increases (KGB) at the South Nias Regency Regional Personnel Agency (BKD) represents the personnel administration service provided to all civil servants within the South Nias Regency Government. Direct KGB management is a public administration service in the personnel sector that directly impacts civil servants. It is managed and issued directly by the BKD, submitted to the South Nias Regency Regional Finance, Revenue, and Asset Management Agency (BPKPAD) for salary adjustments, and sent to the email address of each civil servant's respective Regional Apparatus Organization (OPD)/work unit. The success or failure of the KGB management at the Regional Personnel Agency (BKD) of South Nias Regency is determined by the service provided by its staff. Good service results in good service quality, and vice versa. Poor service results in poor service quality. The quality of service provided by the Regional Personnel Agency (BKD) of South Nias Regency in managing Periodic Salary Increases (KGB) can be measured through five dimensions: Tangible, Reliability, Responsiveness, Assurance, and Empathy.

The services provided by an organization are inextricably linked to its resources, including tangible evidence that can be seen and touched, such as the appearance of its staff, the comfort of the service location, the ease of the service process, and the discipline of its staff. Tangible evidence relates to the staff's appearance, supported by the facilities and other amenities required for service delivery. A staff member providing service is required to be well-groomed, supported by facilities such as a building, administration area, service area, guest room, parking lot, and other facilities to ensure smooth service delivery.

The appearance of KGB management staff remains poor, with service rendered by contract workers who sometimes appear unattractive, often not wearing their uniforms, and some even wearing jeans and sandals. This staff appearance raises doubts and distrust among civil servants seeking KGB management services. This type of officer appearance needs to be gradually changed by adopting a neat and professional appearance, as Moenir (2002: 24) argues, emphasizing that the appearance of service personnel is one factor influencing public satisfaction with public services. A neat and professional appearance can increase public trust.

The comfort of the location also determines the quality of service provided. The space available for KGB management services at the South Nias Regency Regional Personnel Agency (BKD) appears inadequate, despite the approximately 4,000 employees who need or are served by the BKD. Based on observations by researchers, the office building is inadequate, lacking a dedicated parking lot and a guest room. The space used for KGB management services is also inadequate, with a cement floor, leaking ceilings, walls full of adhesives, poorly organized archives, inadequate lighting, and a severe lack of office equipment and supplies, such as computers, printers, etc., giving the impression of an emergency service room.

The service provided by KGB management officers, related to the comfort of the location, appears poor. The emergency service room, the officers providing the service, and the employees dealing with them are also uncomfortable. The office building is inadequate, lacking a dedicated parking lot and a guest room. The room used for KGB management services is cement-lined, with leaking ceilings, plastered walls, poorly organized archives, inadequate lighting, and a severe lack of office equipment and supplies, such as computers, printers, scanners, and other equipment. This situation creates discomfort for civil servants requiring KGB management services. This clearly falls short of high-quality service standards, negatively impacting the satisfaction of civil servants seeking KGB services and the productivity and motivation of the staff providing the services. Meanwhile, Zeithaml et al. (in Hardiansyah 2018) argue that one indicator of the tangible dimension in measuring good service quality is the comfort of the service area.

The KGB management carried out by the South Nias Regency Regional Personnel Agency (BKD) has facilitated the service process. This is evident in the direct service process, without the need for staff. The South Nias Regency Regional Personnel Agency (BKD) has offered this direct KGB management service starting in mid-2023.

Based on observations conducted by researchers (January 22, 2024), the KGB management and issuance process is carried out directly without the employee having to handle it. This means that employees who require a KGB do not need to come to the BKD to apply. It is processed and issued directly by the BKD. It is then submitted to the Regional Finance, Revenue, and Asset Management Agency (BPKPAD) for salary adjustments. A copy is sent to each civil servant's office email address each month.

Nifatoro Laia, a civil servant at the Civil Service Police Unit and Public Protection (Interview, January 22, 2024), added to the above statement: "I forgot to apply for the KGB, but my salary increased last December. Out of curiosity, I asked the Head of the General Affairs Sub-Division. He said yes, it had been sent to the office email and it seems it had also been sent to the BPKPAD for salary adjustments. Please check with the treasurer.

The service is running well, as evidenced by the direct management without any staff involvement. This means that employees requiring KGBs do not need to come to the Regional Personnel Agency (BKD) to process them. Instead, they are processed and issued directly by the BKD. This is then forwarded to the Regional Financial, Revenue, and Asset Management Agency (BPKPAD) for salary adjustments. A copy is sent to each civil servant's office email address each month. This has resulted in the satisfaction and satisfaction of civil servants requiring KGB management services. This is highly beneficial and enjoyed by all civil servants within the South Nias Regency Government. This situation indicates that the KGB management service has a positive and valuable impact on service quality, in line with the opinion of Zeithaml et al. (in Hardiansyah 2018: 42), who stated that one indicator of the tangible dimension in measuring good service quality is, among other things, ease of service delivery.

To address this issue, the South Nias Regency BKD needs to take a serious approach by consistently enforcing discipline, imposing sanctions and rewards, supporting necessary infrastructure and facilities, creating a comfortable work environment, and ensuring the availability of office equipment. Implement a daily performance monitoring system, regular evaluation, and concrete follow-up on results. The quality of KGB management services is inseparable from the discipline of its officers in providing services, as Zeithaml et al. (in Hardiansyah 2018: 42) argues, stating that one indicator of the tangible dimension in measuring good service quality is determined by the officers' discipline in providing services.

Based on the description of the quality of KGB management services for South Nias Regency Regional Personnel Agency (BKD) employees from the Tangible dimension mentioned above, it can be seen that service quality remains poor, particularly in the indicators of officer/apparatus appearance when providing services, comfort of the service area, and discipline of officers/apparatus in providing services. This poor picture of service quality requires serious action from the South Nias Regency BKD to direct officers to maintain an attractive appearance, wear uniforms, improve and organize adequate service areas, provide complete facilities, equipment, and office supplies, and seriously address staff attendance at the office on time.

Based on the description of the quality of service management for the South Nias Regency Regional Personnel Agency (BKD) employees, based on the Reliability dimension, it can be concluded that service quality is good based on the indicators of staff accuracy in serving users and the indicator of having clear service standards. Although the indicators of staff accuracy in serving are good, significant motivation and encouragement are needed from the South Nias Regency BKD due to the presence of relatively minor errors. Guidelines for the division of tasks and work schedules need to be permanently established in the form of Standard Operating Procedures (SOPs) to ensure the smooth, consistent, and sustainable management of the PNS KGB within the South Nias Regency BKD.

The quality of service management for the South Nias Regency BKD is poor based on the indicators of staff/apparatus ability to use assistive devices in the service process and the indicators of staff expertise in using assistive devices in the service process. Serious handling is needed from the South Nias Regency BKD, namely training for officers in using and operating tools in the form of computers, printers, internet scanners to support better KGB management services in the future.

Based on the description of the quality of service management for the South Nias Regency Regional Personnel Agency (BKD) employees, based on the Reliability dimension, it can be concluded that service quality is good based on the indicators of staff accuracy in serving users and the indicator of having clear service standards. Although the indicators of staff accuracy in serving are good, significant motivation and encouragement are needed from the South Nias Regency BKD due to the presence of relatively minor errors. Guidelines for the division of tasks and work schedules need to be permanently established in the form of Standard Operating Procedures (SOPs) to ensure the smooth, consistent, and sustainable management of the PNS KGB within the South Nias Regency BKD.

The quality of service management for the South Nias Regency BKD is poor based on the indicators of staff/apparatus ability to use assistive devices in the service process and the indicators of staff expertise in using assistive devices in the service process. Serious action is needed from the South Nias Regency Regional Personnel Agency (BKD), including training for officers in the use and operation of tools such as computers, printers, and internet scanners to improve KGB management services in the future.

Prompt service is crucial for service quality, as Zeithaml et al. (in Hardiansyah 2018) argues that one indicator of responsiveness in measuring good service quality is the speed of staff in providing service. Prompt service can provide a positive assessment of the quality of KGB management services at the South Nias Regency BKD. Employees who receive service are happy and satisfied, and can use their remaining time for other matters.

CONCLUSIONS AND RECOMMENDATIONS

Service quality is crucial, very important for the success of the management of Periodic Salary Increases in the BKD of South Nias Regency. Periodic salary increases as a form of appreciation and motivation to all civil servants in the South Nias Regency Government are closely related to improving their performance and compliance in carrying out their main duties, functions and responsibilities as civil servants. For this reason, it is necessary to identify areas that need improvement, implement effective strategies in KGB management services in the BKG of South Nias Regency. The suggestions needed in this study, especially in the context of KGB management services in the BKD of South Nias Regency, are; The Regional Personnel Agency of South Nias Regency enforces discipline for employees, both civil servants and honorary workers. The Regional Personnel Agency of South Nias Regency applies or creates official dress codes for employees, both civil servants and honorary workers. Repair and organize adequate service rooms, provide comfortable guest rooms, provide internet access service facilities, complete office equipment and supplies in the form of computers, printers, scanners and other supporting equipment at the Regional Personnel Agency of South Nias Regency. Establishing Standard Operating Procedures (SOPs) to ensure the smooth, consistent, and sustainable management of Civil Servant Personnel (KGB) in the South Nias Regency Regional Personnel Agency (BKD) in the future. Conducting education and training for officers in using and operating tools such as computers, printers, scanners, and the internet; to support better KGB management services in the future. The South Nias Regency Regional Personnel Agency conducts regular employee performance evaluations, increasing vigilance in working with great care and attention. Providing good service to officers to create a friendly, polite, and fair attitude without discrimination. Implementing service counters, service queues, and implementing time limits for completing work, including on the completion of KGB repair work. In order to adapt to service needs in the current digital era, the South Nias Regency BKD requires policy-making to make new innovative breakthroughs.

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