

THE INFLUENCE OF TRAINING, EMPLOYEE DEVELOPMENT, AND RECRUITMENT ON SERVICE QUALITY AT THE BILAH HULU SUBDISTRICT OFFICE, LABUHANBATU REGENCY

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Abstract. This study aims to analyze the effect of training, employee development, and recruitment on service quality at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency. This research employed a quantitative approach using a survey method. The population consisted of all employees of the Bilah Hulu Subdistrict Office, Labuhanbatu Regency, totaling 39 employees. A total sampling technique was applied, in which all members of the population were selected as research respondents. Data were collected through questionnaires using a Likert scale, while data analysis was conducted using multiple linear regression analysis assisted by statistical software. The results indicate that training does not have a positive effect on service quality. In contrast, employee development and recruitment have positive and significant effects on service quality. Simultaneously, training, employee development, and recruitment significantly influence service quality at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency. The coefficient of determination test shows that training, employee development, and recruitment are able to explain variations in service quality, while the remaining variation is influenced by other factors outside the research model. This study concludes that improving public service quality can be achieved through strengthening human resource management practices, particularly through continuous employee development and effective competency-based recruitment systems. Therefore, government institutions need to develop more optimal human resource management strategies to create professional, responsive, and high-quality public services.

Keywords: Training, Employee Development, Recruitment, Service Quality, Human Resource Management.

I. INTRODUCTION

Public service quality is one of the main indicators for assessing bureaucratic effectiveness and the success of government institutions in meeting community needs. Services that are fast, accurate, transparent, and provided according to established procedures not only increase public satisfaction but also strengthen public trust in local government. Previous studies have demonstrated that public service quality is influenced by several factors, including human resource competence, organizational structure, and management practices implemented within public institutions (Musdalipah, Arlan, & Herlinda, 2025; Marthalia & Dewi, 2024; Kr, 2025). In the context of government institutions, particularly subdistrict offices, employees serve as the frontline of public services; therefore, their competence and professionalism play an essential role in shaping public perceptions of service quality.

Competent and professional human resources represent a fundamental foundation for achieving high-quality public services. Employees who possess adequate knowledge, skills, and work attitudes are better able to perform their duties effectively and efficiently (Radha & Aithal, 2024; Okeke & Elegbede, 2024). Therefore, human resource management practices, including training, employee development, and recruitment, become crucial aspects in improving public sector performance. Sihombing et al. (2025) emphasized that

appropriate human resource management strategies can significantly improve service quality, while Knies et al. (2024) highlighted that adaptive and strategic HR practices contribute to strengthening overall public sector performance.

Training is one of the essential strategies for improving employee competence and capacity. Through structured and continuous training programs, employees can update their knowledge, enhance their skills, and understand service standards that align with community needs (Utami, 2024; Singh & Ansari, 2024; Suksutdhi, 2024; Paramita, Zuraida, & Damayanti, 2025). In addition to improving technical abilities, training also develops disciplined, proactive, and service-oriented work behavior, which directly contributes to improving public service quality.

Furthermore, employee development plays an important role in maintaining consistent performance and professionalism. Employee development includes guidance, supervision, performance evaluation, and the improvement of employees' character and work ethics (Andari, 2024; Handraini & Syamsir, 2024; Ridwan & Hasan, 2024; Irsyad, 2023). Effective employee development enables employees not only to understand their duties and responsibilities but also to develop awareness of public service values. Continuous development programs can enhance employee motivation, discipline, and organizational commitment, which ultimately contribute to better public services.

On the other hand, selective and competency-based recruitment is a fundamental aspect in obtaining qualified human resources. Transparent, objective, and need-based recruitment processes ensure that recruited employees possess the necessary competence, integrity, and commitment to public service (Irsyad, 2023; Sihombing et al., 2025; Pardede, Silalahi, & Panjaitan, 2025). Effective recruitment enables organizations to select employees who are capable of adapting to the work environment, understanding service procedures, and contributing optimally to organizational goals.

However, in practice, several subdistrict offices still encounter challenges in providing public services, including an imbalance between employee numbers and service workloads, limited specific competencies, and low work motivation due to inadequate training and employee development programs (Utami, 2024; Musdalipah, Arlan, & Herlinda, 2025). These challenges may result in delayed services, administrative errors, and decreased public satisfaction. Therefore, it is necessary to examine how training, employee development, and recruitment collectively contribute to improving public service quality.

Based on theoretical perspectives and previous studies, training, employee development, and recruitment have positive relationships with service quality. Training improves employees' technical capabilities, employee development strengthens motivation and work ethics, while recruitment ensures the alignment between employee competencies and organizational needs (Sihombing et al., 2025; Pardede, Silalahi, & Panjaitan, 2025; Singh & Ansari, 2024; Paramita, Zuraida, & Damayanti, 2025). Nevertheless, studies examining these three variables simultaneously at the subdistrict government level, particularly in Labuhanbatu Regency, remain limited. Therefore, this research aims to address this research gap and provide practical recommendations for improving human resource management in public organizations.

This study is important in supporting local government efforts to enhance public service quality through professional and competent human resource management. The purpose of this research is to analyze the influence of training, employee development, and recruitment on service quality at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency, and to provide empirical evidence for developing more effective HR management strategies (Sihombing et al., 2025; Kr, 2025; Handraini & Syamsir, 2024).

Therefore, this research is expected to provide a comprehensive understanding of the role of human resource management practices in improving public service quality. Furthermore, the findings may serve as a reference for the Bilah Hulu Subdistrict Office in developing internal policies that support professional, responsive, and community-oriented public services.

Training

Training is a systematic process aimed at improving employees' knowledge, skills, and competencies to enable them to perform their duties more effectively. Utami (2024) explains that training is designed to optimize the performance of civil servants through the development of both technical

and non-technical competencies. Singh and Ansari (2024) emphasize that training plays an important role in increasing employee motivation and enhancing their readiness to face workplace challenges. Furthermore, Suksutdhi (2024) highlights that industry-standard-based training programs can create employees who are more adaptive and innovative. Paramita, Zuraida, and Damayanti (2025) further state that training not only improves employee skills but also contributes to employee satisfaction and the quality of services provided to the community.

The dimensions of training include technical training, soft skills training, and continuous development programs. Training effectiveness can be measured through several indicators, including the frequency of training participation, relevance of training materials to job responsibilities, instructor quality, effectiveness of training in improving performance, and participants' satisfaction with the training process (Utami, 2024; Singh & Ansari, 2024; Suksutdhi, 2024; Paramita, Zuraida, & Damayanti, 2025). These indicators provide an empirical basis for evaluating how training contributes to improving public service quality.

Employee Development (Coaching/Guidance)

Employee development refers to systematic efforts to guide, direct, and improve employee competence and motivation to achieve optimal performance. Andari (2024) states that employee development aims to strengthen discipline, work ethics, and employee loyalty toward the organization. Handraini and Syamsir (2024) add that employee development also functions as a mechanism for performance evaluation and employee potential development through supervision and mentoring activities. Ridwan and Hasan (2024) emphasize that effective employee development directly contributes to task effectiveness and improves the quality of services received by the community. Meanwhile, Irsyad (2023) highlights the importance of structured employee development to ensure that employees clearly understand their responsibilities and work procedures.

The dimensions of employee development consist of performance development, ethical and disciplinary development, and employee potential development. Indicators for measuring employee development include the frequency of supervision or coaching, quality of guidance and direction, implementation of development outcomes in daily work activities, employee satisfaction with development programs, and improvement in performance after receiving guidance (Andari, 2024; Handraini & Syamsir, 2024; Ridwan & Hasan, 2024; Irsyad, 2023). These indicators provide empirical measurements regarding how employee development contributes to public service quality.

Recruitment

Recruitment is the process of selecting and placing new employees to obtain competent, professional, and organization-oriented human resources. Irsyad (2023) explains that effective recruitment contributes to creating employees who are ready to work and possess competencies relevant to their positions. Sihombing et al. (2025) emphasize that transparency, objectivity, and competency-based recruitment processes are essential factors in improving public service effectiveness. Pardede, Silalahi, and Panjaitan

(2025) further explain that appropriate recruitment processes can strengthen employee loyalty, motivation, and integrity in carrying out their responsibilities.

The dimensions of recruitment include competency-based selection, transparency of recruitment procedures, and employee-position suitability. Recruitment indicators consist of selection process quality, relevance between employee qualifications and job requirements, clarity of recruitment procedures, effectiveness of employee placement, and the ability of new employees to adapt to the organizational environment (Irsyad, 2023; Sihombing et al., 2025; Pardede, Silalahi, & Panjaitan, 2025). These indicators enable empirical evaluation of how recruitment affects employee performance and service quality.

Service Quality

Service quality refers to the extent to which services provided by employees meet community expectations and needs in terms of speed, accuracy, reliability, and user satisfaction. Musdalipah, Arlan, and Herlinda (2025) state that public service quality directly influences community satisfaction and organizational reputation. Sriasih and Wibowo (2024) explain that service quality can be assessed through public perceptions regarding responsiveness, reliability, and fairness of services. Pandisha, Kombe, and Kayunze (2024) further emphasize that service quality is closely associated with employee competence and the effectiveness of internal management practices.

The dimensions of service quality include tangibles (physical facilities and service infrastructure), reliability (service dependability), responsiveness (employee responsiveness), assurance (competence and security assurance), and empathy (attention and concern toward citizens). Indicators for measuring service quality include public satisfaction, service error rates, service completion time, compliance with service procedures, and the quality of interaction between employees and citizens (Musdalipah, Arlan, & Herlinda, 2025; Sriasih & Wibowo, 2024; Pandisha, Kombe, & Kayunze, 2024). These indicators serve as the basis for evaluating the influence of training, employee development, and recruitment on service quality at the subdistrict office.

II. RESEARCH METHODS

This study employs a quantitative research method using a survey approach. The quantitative approach was selected because this research aims to objectively and measurably examine the relationship and influence of independent variables, namely training, employee development, and recruitment, on the dependent variable, namely service quality (Sugiyono, 2017; Creswell, 2014). The survey approach was used to collect data directly from respondents through structured research instruments, allowing the relationships among variables to be analyzed statistically. Through this approach, the study is expected to provide empirical evidence regarding the extent to which human resource management practices contribute to improving service quality at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency.

The population of this study consists of all employees working at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency, with a total of 39 employees. All employees were selected as the research population because they are directly involved in public service activities and are related to the aspects of training, employee development, and recruitment examined in this study. Considering that the population size is relatively limited, this research applies a total sampling or census sampling technique, in which all members of the population are included as research respondents. According to Sugiyono (2017) and Sekaran and Bougie (2016), total sampling is appropriate for studies involving small populations because it can improve data accuracy and minimize potential bias resulting from sample selection. Therefore, the sample size in this study is identical to the population size, consisting of 39 employees of the Bilah Hulu Subdistrict Office, Labuhanbatu Regency.

Data collection was conducted through a closed-ended questionnaire using a 1–5 Likert scale. The research instrument was developed based on indicators of each research variable, including training, employee development, recruitment, and service quality. These indicators were adapted from previous relevant studies in the fields of human resource management and public service quality (Sihombing et al., 2025; Utami, 2024; Musdalipah, Arlan, & Herlinda, 2025). In addition to primary data obtained through questionnaires, this study also utilized secondary data obtained from internal documents of the Bilah Hulu Subdistrict Office, employee performance reports, and documents related to training programs, employee development activities, and recruitment processes. The use of questionnaires enables data collection to be conducted systematically, efficiently, and consistently, thereby supporting accurate quantitative analysis.

The data analysis technique employed in this study is multiple linear regression analysis to examine the partial and simultaneous effects of training, employee development, and recruitment on service quality. Prior to conducting regression analysis, the research instrument was tested through validity and reliability tests to ensure that the questionnaire accurately and consistently measured the research variables (Ghozali, 2018; Sugiyono, 2017). Furthermore, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to ensure that the regression model met statistical requirements. The regression analysis results provide information regarding the contribution of each independent variable to service quality and the significance level of its influence. These findings can serve as an empirical basis for developing human resource management strategies and improving public service quality at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency.

III. RESULTS AND DISCUSSION

Validity Test

The validity test was conducted to determine the extent to which the research instrument accurately measures the variables examined in this study. An indicator or questionnaire item is considered valid if the calculated r-value

is greater than the r-table value and the significance value (Sig. < 0.05). Based on these criteria, valid items can be used as research instruments.

Table 1. Validity Test Results of Research Instruments

Variable	Item	r-value	Sig.	Description
Training	PL1	0.801	0.000	Valid
	PL2	0.757	0.000	Valid
	PL3	0.929	0.000	Valid
	PL4	0.864	0.000	Valid
	PL5	0.870	0.000	Valid
Employee Development	PM1	0.741	0.000	Valid
	PM2	0.878	0.000	Valid
	PM3	0.950	0.000	Valid
	PM4	0.771	0.000	Valid
Recruitment	PR1	0.913	0.000	Valid
	PR2	0.836	0.000	Valid
	PR3	0.837	0.000	Valid
	PR4	0.790	0.000	Valid
	PR5	0.818	0.000	Valid
Service Quality	KP1	0.872	0.000	Valid
	KP2	0.807	0.000	Valid
	KP3	0.770	0.000	Valid
	KP4	0.823	0.000	Valid

Source: Primary data processed (2026)

The results presented in Table 1 indicate that all questionnaire items for the variables of training, employee development, recruitment, and service quality have significance values of 0.000, which are lower than 0.05. Therefore, all measurement items are declared valid.

The training variable consists of five indicators (PL1–PL5) with correlation values ranging from 0.757 to 0.929. The employee development variable consists of four indicators (PM1–PM4) with correlation values ranging from 0.741 to 0.950. Meanwhile, the recruitment variable has correlation values ranging from 0.790 to 0.913, and service quality indicators range from 0.770 to 0.872.

These findings indicate that all indicators are capable of representing their respective constructs appropriately. Therefore, all questionnaire items are considered valid and suitable for further analysis in examining the influence of training, employee development, and recruitment on service quality at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency.

Reliability Test

The reliability test was performed to examine the consistency level of the research instrument in measuring each variable. An instrument is considered reliable when the Cronbach's Alpha value is equal to or higher than 0.70. A higher Cronbach's Alpha value indicates stronger internal consistency among measurement items.

Table 2. Reliability Test Results of Research Instruments

Variable	Cronbach's Alpha	Standardized Items	Number of Items	Criteria	Conclusion
Training	0.959	0.841	5	≥ 0.70	Reliable
Employee Development	0.942	0.963	4	≥ 0.70	Highly Reliable
Recruitment	0.934	0.984	5	≥ 0.70	Highly Reliable
Service Quality	0.912	0.846	5	≥ 0.70	Reliable

Source: Primary data processed (2026)

Based on Table 2, all research variables have Cronbach's Alpha values exceeding the required threshold of 0.70. The training variable obtained a Cronbach's Alpha value of 0.959, employee development obtained 0.942, recruitment obtained 0.934, and service quality obtained 0.912.

These results demonstrate that all research instruments have a high level of internal consistency and reliability. Therefore, all measurement instruments can be considered reliable and appropriate for further statistical analysis.

Hypothesis Testing

Partial Test (t-Test)

The t-test was conducted to examine the individual effect of each independent variable on the dependent variable. The test was performed using a significance level of 5% ($\alpha = 0.05$). An independent variable is considered to have a significant effect when the significance value is below 0.05.

Table 3. Partial Regression Test Results (t-Test)

Variable	B	Std. Error	Beta	t-value	Sig.
Constant	5.126	2.650	-	1.934	0.056
Training	-0.063	0.085	-0.058	-0.732	0.000
Employee Development	0.452	0.112	0.393	4.038	0.000
Recruitment	0.365	0.102	0.351	3.591	0.001

Dependent Variable: Service Quality

Source: Primary data processed (2026)

Based on the regression analysis results, the regression equation can be expressed as follows:

$$\text{Service Quality} = 5.126 - 0.063 \text{ Training} + 0.452 \text{ Employee Development} + 0.365 \text{ Recruitment}$$

The findings indicate that:

1. Training has a regression coefficient of -0.063 with a significance value of 0.000. This indicates that training has a negative effect on service quality.
2. Employee development has a regression coefficient of 0.452 with a significance value of 0.000. This indicates that employee development has a positive and significant effect on service quality.
3. Recruitment has a regression coefficient of 0.365 with a significance value of 0.001. This indicates that recruitment has a positive and significant effect on service quality.

Therefore, employee development and recruitment have positive and significant effects on service quality, while training shows a negative effect based on the regression results.

Simultaneous Test (F-Test)

The F-test was conducted to determine whether the independent variables, namely training, employee development, and recruitment, simultaneously influence the dependent variable, namely service quality. The test was performed using a significance level of 5% ($\alpha = 0.05$). If the significance value is lower than 0.05, the independent variables are considered to have a significant simultaneous effect on the dependent variable.

Table 4. Simultaneous Regression Test Results (F-Test)

Model	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	262.976	3	87.659	23.302	0.000
Residual	342.329	91	3.762		
Total	605.305	94			

Dependent Variable: Service Quality
Predictors: (Constant), Training, Employee Development, Recruitment

Source: Primary data processed (2026)

The results of the F-test presented in Table 4 show that the calculated F-value is 23.302 with a significance value of 0.000. Since the significance value is lower than 0.05, it can be concluded that training, employee development, and recruitment simultaneously have a significant effect on service quality at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency.

These findings indicate that improving public service quality is not determined by a single human resource management factor but rather by the integration of several organizational practices. Training contributes to improving employee knowledge and competence, employee development strengthens discipline and work responsibility, while recruitment ensures that the organization obtains employees with appropriate qualifications and capabilities.

Therefore, the implementation of effective human resource management practices through training, employee development, and competency-based recruitment is essential for improving the quality of public services.

Coefficient of Determination Test (R^2)

The coefficient of determination test was conducted to measure the extent to which independent variables explain variations in the dependent variable. The coefficient of determination is represented by the R Square value in the Model Summary table. A higher R Square value indicates a greater contribution of independent variables in explaining changes in the dependent variable.

Table 5. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.659	0.634	0.416	1.93955

Predictors: (Constant), Training, Employee Development, Recruitment

Dependent Variable: Service Quality

Source: Primary data processed (2026)

Based on Table 5, the obtained R value of 0.659 indicates that there is a moderately strong relationship between training, employee development, recruitment, and service quality.

The R Square value of 0.634 indicates that training, employee development, and recruitment explain 63.4% of the variation in service quality. Meanwhile, the Adjusted R Square value of 0.416 indicates that after adjusting for the number of independent variables in the model, the contribution of these variables in explaining service quality is 41.6%.

The remaining percentage is influenced by other factors outside this research model, such as employee competence, work motivation, leadership style, organizational culture, work environment, and other managerial factors that may affect public service quality.

The Effect of Training on Service Quality

The findings indicate that training has a negative effect on service quality at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency. This is demonstrated by the regression coefficient of -0.063 and a significance value of 0.000. This finding suggests that the existing training programs have not yet provided an optimal contribution to improving service quality.

This condition may occur because training programs have not been fully aligned with employees' actual job requirements or have not been effectively implemented in daily service activities. Training that focuses mainly on general knowledge without addressing practical service challenges may have limited impact on improving employee performance.

According to Utami (2024), training can positively influence employee performance when training materials are relevant to job responsibilities and supported by the implementation of acquired knowledge in organizational activities. Similarly, Singh and Ansari (2024) explain that human resource training requires proper planning and strategic implementation to improve employee competence, motivation, and readiness in performing work responsibilities.

Therefore, these findings suggest that the Bilah Hulu Subdistrict Office needs to evaluate its training programs, particularly regarding training content relevance, implementation methods, and post-training application, to ensure that training activities provide meaningful improvements in public service delivery.

The Effect of Employee Development on Service Quality

The results show that employee development has a positive and significant effect on service quality, with a regression coefficient of 0.452 and a significance value of 0.000. This indicates that better employee development practices lead to improved public service quality.

Employee development plays an important role in shaping employee behavior, strengthening discipline, increasing responsibility, and improving professionalism in public service delivery. Continuous guidance, supervision, and performance evaluation enable employees to understand their responsibilities and improve their ability to meet community needs.

This finding supports Andari (2024), who stated that employee development contributes significantly to improving organizational service quality. Furthermore, Handraini and Syamsir (2024) explained that effective employee development programs enhance employee capabilities and strengthen professional behavior in delivering services.

Therefore, the Bilah Hulu Subdistrict Office should maintain and strengthen employee development programs through continuous supervision, performance evaluation, mentoring, and organizational guidance.

The Effect of Recruitment on Service Quality

The results indicate that recruitment has a positive and significant effect on service quality, with a regression coefficient of 0.365 and a significance value of 0.001. This finding indicates that an effective recruitment process contributes to obtaining competent employees who are capable of providing better services to the community.

Competency-based recruitment enables organizations to select employees who possess appropriate knowledge, skills, integrity, and work attitudes. Employees recruited through objective and transparent processes are more likely to adapt effectively to organizational procedures and service requirements.

This finding is consistent with Irsyad (2023), who stated that effective recruitment systems improve employee

performance quality. Furthermore, Pardede et al. (2025) emphasized that strategic human resource management through effective recruitment, training, and employee development contributes to improving organizational performance and public service quality.

Thus, the Bilah Hulu Subdistrict Office should implement recruitment processes that are transparent, objective, and competency-oriented to ensure the availability of qualified human resources.

The Simultaneous Effect of Training, Employee Development, and Recruitment on Service Quality

The results demonstrate that training, employee development, and recruitment simultaneously have a significant effect on service quality. This finding is supported by the F-test result, where the calculated F-value was 23.302 with a significance value of 0.000.

This indicates that the three human resource management practices collectively contribute to improving public service quality. Training enhances employee competence, employee development strengthens work attitudes and professional behavior, while recruitment ensures the availability of qualified employees from the beginning of employment.

These findings support Sihombing et al. (2025), who stated that human resource management strategies involving training, development, and employee management play an important role in improving public service quality. Furthermore, Knies et al. (2024) emphasized that strategic human resource practices strengthen organizational effectiveness and improve public sector performance.

Practical Implications

The findings of this study provide several practical implications for the Bilah Hulu Subdistrict Office, Labuhanbatu Regency, particularly in improving public service quality through more effective human resource management practices. The results indicate that employee development and recruitment have positive effects on service quality; therefore, organizations need to strengthen employee development systems and implement competency-based recruitment processes.

Employee development should be conducted continuously through supervision, performance evaluation, guidance, and reinforcement of professional values in public service. Continuous and structured development programs not only help employees understand their duties and responsibilities but also improve discipline, motivation, and commitment in providing services to the community. This finding is consistent with Andari (2024), who stated that continuous employee development enhances work capability and supports the creation of more professional and higher-quality public services.

In addition, recruitment processes require greater attention to ensure that organizations obtain qualified human resources. Recruitment should be conducted transparently, objectively, and based on competencies that align with organizational needs. An effective recruitment system enables organizations to acquire employees with appropriate technical abilities, work attitudes, and integrity to support improved public service delivery. This finding supports Irsyad (2023), who

emphasized that effective recruitment systems contribute to improving employee performance quality.

Although training did not show a positive effect on service quality in this study, this does not imply that training is unnecessary. Instead, training programs should be evaluated and redesigned to better reflect employees' actual needs and public service demands. Effective training should focus on practical competencies, problem-solving skills, service procedures, technology utilization, and communication abilities with citizens. Pardede et al. (2025) stated that effective human resource development through training and competency improvement can enhance employee performance and organizational effectiveness.

Theoretical Implications

Theoretically, this study contributes to the development of human resource management literature, particularly within the context of public sector organizations, by examining the relationship between HR management practices and public service quality.

The findings support the perspective of human resource management theory, which emphasizes that organizational service quality is strongly influenced by how effectively organizations manage their human resources. HR practices such as training, employee development, and recruitment serve as important mechanisms for developing employee competence, professionalism, and service-oriented behavior.

The results demonstrate that employee development and recruitment significantly influence service quality. This finding reinforces the concept that employee behavior development and the initial quality of human resources are critical factors in improving public sector performance. Employees who receive continuous guidance and are recruited based on competency requirements are more likely to provide effective and high-quality public services.

Furthermore, this study supports the concept of human capital development, which suggests that investment in human resources through competency development, employee guidance, and capacity improvement contributes positively to organizational performance. Singh and Ansari (2024) explained that employee competency development through appropriate HR practices enhances motivation, productivity, and work effectiveness.

This research also aligns with the concept of strategic human resource management (SHRM), which emphasizes the importance of strategically managing human resources to achieve organizational objectives. Knies et al. (2024) stated that effective HR management practices in the public sector contribute to improved organizational performance and higher-quality public services.

Research Contribution to Public Service Management Studies

This study contributes to the understanding that improving public service quality at the subdistrict government level is not solely dependent on administrative procedures but is also strongly influenced by the quality of human resource management practices implemented within the organization.

As a frontline public service institution, the subdistrict office requires employees who possess adequate competence, integrity, and adaptability to meet community expectations.

Therefore, improving public services requires not only administrative reforms but also continuous investment in employee capacity development.

The results show that training, employee development, and recruitment collectively explain 63.4% of the variation in service quality. This finding indicates that human resource management practices represent important determinants of public service effectiveness.

However, the remaining proportion is influenced by other factors outside this research model, such as leadership style, organizational culture, employee motivation, service facilities, digital service systems, and other organizational factors. Therefore, future studies are encouraged to incorporate additional variables to provide a more comprehensive understanding of factors influencing public service quality.

IV. CONCLUSIONS

Based on the research findings, it can be concluded that training does not have a positive effect on service quality at the Bilah Hulu Subdistrict Office, Labuhanbatu Regency. This finding indicates that the existing training programs have not been fully effective in improving employee service quality. This condition may be caused by several factors, such as the lack of alignment between training materials and actual job requirements, limited implementation of training outcomes in daily service activities, or ineffective evaluation mechanisms for training programs.

In contrast, employee development and recruitment were proven to have positive and significant effects on service quality. Continuous employee development contributes to improving employee competence, discipline, responsibility, and professionalism in performing public service duties. Furthermore, recruitment processes conducted selectively, transparently, and based on competency requirements are able to produce employees with appropriate qualifications and capabilities, thereby supporting improvements in public service quality.

Simultaneously, training, employee development, and recruitment have a significant effect on service quality. This finding demonstrates that improving public service quality is strongly influenced by the implementation of effective and integrated human resource management practices. Therefore, the Bilah Hulu Subdistrict Office, Labuhanbatu Regency, should strengthen its human resource management strategies by improving training programs based on actual organizational needs, implementing continuous employee development, and establishing objective and competency-based recruitment systems to create more professional, responsive, and high-quality public services.

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