

The influence of the quality of human resources (SDM) and infrastructure on government performance

***Didit Darmawan¹, Nabila Aulia Hidayah², Vero Nazwa Bauzir³**

^{1,2,3}Faculty of Law and Social Sciences, Sunan Giri University, Surabaya, Indonesia

Correspondence*:
e-mail: Nabilaau32@gmail.com

Abstract

People today place growing expectations on the quality of public services they receive, yet the performance of government bureaucracy is still often viewed as less than optimal. Several factors contribute to this situation, particularly the limited quality of human resources and inadequate infrastructure. This study seeks to explore how human resource quality and infrastructure influence government performance. Using a literature review approach, it examines previous research from journal articles, books, and other academic publications. This method provides a broad and integrated understanding of how these two aspects human resources and infrastructure interact to shape governmental effectiveness. The review findings highlight that both human resource quality and infrastructure have a significant impact on enhancing government productivity, efficiency, and accountability. The competence, integrity, and technological capability of civil servants are key drivers of better performance, enabling them to carry out their duties effectively and respond more promptly to citizens' needs. At the same time, sufficient and up-to-date facilities ensure smoother task execution, faster service delivery, and fewer operational barriers. Overall, the literature suggests that improving both human resource capacity and infrastructure development is fundamental to strengthening bureaucratic performance. Therefore, continuous training and infrastructure enhancement should be prioritized as core strategies in advancing public service reform.

Keywords: *Quality of Human Resources, Infrastructure, Government Performance, Literature*

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Introduction

Public demands are increasing regarding the quality of public services received from the government sector. Public satisfaction levels are often suboptimal due to limited human resources (HR), available facilities and infrastructure, and budgets to meet minimum service standards (Bwariat, 2025). Various structural and cultural factors such as HR competency, organizational performance, organizational structure and governance, bureaucratic mindset and culture, and bureaucratic innovation contribute to the root causes of public service delivery at the government level not meeting expectations (Rohayatin et al., 2017). In fact, in the modern era, bureaucracies are required to work more effectively, efficiently, and professionally. A new approach is needed in the implementation of public services that focuses on efforts to meet and improve public satisfaction, through the implementation of good governance concepts and innovative service models such as the Model Citizen Charter, Know Your Customer (KYC), and m-Government to address the challenge of service quality, which has been deemed still suboptimal (Mahsyar, 2011). This is a key factor that the government needs to consider to improve performance at the internal level of government (Eddine & Darmawan, 2022).

Performance is understood as the achievement of work results carried out by an individual or group within an organization, in accordance with their roles, responsibilities, and authorities. Furthermore, performance can also be assessed based on the extent to which organizational goals can be achieved through the effectiveness and efficiency of public work processes (Sedarmayanti & Haryanto, 2017; Arifin & Darmawan, 2021). Furthermore, commitment to the organization, the work atmosphere or environment, employee satisfaction levels, and work enthusiasm and ethics also play a role in shaping employee performance (Darmawan et al., 2020). Performance is not only related to the final result, but also encompasses the process, quality, and accuracy of task completion (Hariani et al., 2021). Performance within government organizations is understood as the work results of individuals or groups in accordance with their duties and responsibilities, which can be assessed through aspects of effectiveness, efficiency, quality, and accuracy of work completion (Risnawati et al., 2022; Darmawan, 2024). Therefore, employee performance is a key element in determining the success of service delivery. According to Mangkunegara (2019), employee performance can be measured through several indicators that reflect their ability and responsibility in carrying out their duties. The first indicator is work quality, which describes the extent to which an employee can carry out their duties optimally and in line with established standards. Next, there is the calculation of work results, which measures the extent to which someone is able to complete their work within a predetermined timeframe, including speed and efficiency in working. The third indicator is task execution, namely the employee's ability to carry out tasks accurately and with minimal errors. Finally, responsibility for work shows the level of employee awareness and commitment in carrying out the obligations imposed by the company. These four indicators serve as important benchmarks in assessing employee performance and contribution in the workplace.

One important aspect that influences performance is the quality of human resources. Human resource quality is determined by two factors: organizational factors or the work environment, including company policies and work regulations, and individual factors, including motivation, commitment, attitude, experience, expertise, and others (Sinambela et al., 2022). Work experience also influences the development of knowledge and skills. The longer a person works in a similar field, the greater the opportunity for improved performance (Arifin & Darmawan, 2022). Human resource management also plays a role in creating a work environment that can encourage motivation, increase productivity levels, and foster high work morale, thus developing quality human resources and improving company performance (Darmawan et al., 2023). Superior human resource quality includes competence, skills, professionalism, and good personnel management through training, empowerment, and an appropriate compensation system (Rani et al., 2017).

Furthermore, the quality of human resources is not only about knowledge and skills but also encompasses the individual's attitude and motivation in carrying out their duties. Highly competent civil servants will make a significant contribution to the effectiveness of government performance, as they are able to work professionally, adapt to change, and are oriented towards public service (Susanti & Sudnari, 2023). According to Hutapea and Nurianna (2008), the quality of human resources can be identified through several key indicators. First, understanding of the field of work indicates the extent to which employees are able to carry out the tasks and responsibilities entrusted to them by their superiors, which in turn influences the effectiveness of work implementation. Second, employees' knowledge of the substance of their work is a crucial foundation for supporting smooth work processes and improving

performance. Third, an individual's ability or competence in completing various tasks reflects their level of efficiency and professionalism at work. Fourth, high work enthusiasm is a psychological factor that plays a significant role in boosting employee productivity and work motivation.

Finally, planning skills serve as a strategic indicator, as employees who can systematically develop work plans are more likely to complete work on time and meet established targets.

Facilities and infrastructure are also crucial elements in supporting government performance. Facilities can be defined as various equipment or facilities used to achieve organizational goals, while infrastructure is the primary supporting facility that enables work activities to proceed smoothly (Amin et al., 2021; Fared & Darmawan, 2021). Furthermore, the availability of adequate work facilities is believed to not only streamline operations but also create an effective and efficient work environment. The availability of adequate facilities and infrastructure will increase employee productivity and encourage more optimal public services (Darmawan et al., 2020).

Conversely, limited facilities can slow down work processes and lead to decreased public satisfaction (Basalamah et al., 2019). The relationship between infrastructure and government performance is direct: the better the facilities provided, the better the employee's performance in carrying out their responsibilities to achieve organizational goals. According to Mulyasa (2013), office facilities and infrastructure can be classified into six types. First, equipment or equipment (office supplies), namely tools or materials that support faster, more precise, and efficient work execution. Second, office machines, which play a role in collecting, recording, and processing data mechanically, electrically, or magnetically. Third, communication machines (office communication), namely devices used to support internal and external organizational communication. Fourth, office furniture, namely objects made of wood or metal used to support work activities. Fifth, office interior (office arrangement), in the form of elements supporting a comfortable and productive work atmosphere. Lastly, office layout, namely the arrangement of rooms and the placement of furniture and work equipment that is adjusted to the size and needs of the space in order to create comfort and work efficiency.

This study aims to examine the extent to which the quality of human resources and the availability of facilities and infrastructure influence government performance. The study focuses on the relationship between employee competence, skills, and professionalism, and the support of work facilities, in increasing bureaucratic effectiveness. The results are expected to yield strategic recommendations for formulating policies on human resource management and facilities to improve the quality of responsive and professional public services.

Metode

This research was conducted using a literature review method, which involves collecting, analyzing, and synthesizing relevant literature to obtain data and information that supports the research focus. This study aims to examine the relationship between human resource (HR) quality, infrastructure, and government performance, based on findings from previous research. This study utilizes secondary data collected from a number of reliable sources, such as nationally and internationally accredited scientific journals, textbooks, official government publications, academic articles, and seminar proceedings. The results of the literature review are presented descriptively to illustrate the patterns of relationships between variables and to outline key insights from previous studies addressing similar topics. Through a systematic compilation of the results, this study provides a comprehensive overview of the extent to which HR quality and infrastructure contribute to improving government performance in various public service sectors.

Results and Discussion

Improving government performance is conceptually determined by two main factors: the quality of human resources and the availability of adequate infrastructure. Human resource quality, encompassing aspects of competence, professionalism, and capacity development, is the foundation for creating a responsive and accountable bureaucracy (Bhagya, 2020). Facilities and infrastructure serve as operational support, supporting the efficient and productive implementation of government duties (Irpan et al., 2024). Therefore, synergy between individual capabilities and optimal work infrastructure is a key prerequisite for building effective and high-performance governance. From this statement, 20 relevant scientific articles

were found discussing the influence of human resource quality and infrastructure on improving government performance.

A. The Influence of Human Resources Quality (X1) on Government Performance (Y)

1. Tombak Gapura Bhagya (2020)

This study aims to determine the extent to which bureaucratic professionalism and human resource development influence employee performance at the Basic Social Services Bureau of the West Java Regional Secretariat. The method used was an explanatory survey with a quantitative approach through path analysis, involving 60 respondents selected through a census. The results indicate that improving the quality of human resources and the level of bureaucratic professionalism have a significant impact on employee performance within the Basic Social Services Bureau of the West Java Regional Secretariat.

2. Ni Luh Putu Eka Yudi Prastiwi, Luh Kartika Ningsih, and Ketut Putrini (2022)

The purpose of this study was to determine how human resource quality and self-esteem impact employee performance at the Buleleng Regency Archives and Library Service. This study used a quantitative approach with data collection through questionnaires. The entire population of 54 employees served as the research sample. Data analysis was performed using SmartPLS software. The results showed that human resource quality has a positive influence on employee performance.

3. Ahmad Faizi, Trisnowati Josiah, and Epi Parela (2022)

This study aimed to examine the influence of human resource quality and direct work motivation on employee performance at the Lampung Provincial Inspectorate. This study used quantitative research methods involving 31 respondents, representing 20% of the total population of 155 people. The results of statements tested individually and simultaneously indicated that human resource quality and motivation influence employee performance.

4. Mu'ah, Yulia Firdawati, Mas'adah, and Masram (2023)

This study aims to examine the influence of human resource quality and work discipline on employee performance, as well as the indirect influence arising through work motivation. This study used quantitative research methods. The study was conducted at the Lamongan District Court, with a population of 35 employees, all of whom were sampled using a total sampling technique. Data analysis used the Partial Least Squares (PLS) method with the assistance of SmartPLS 3.0 software. The results show that human resource quality and work discipline have a significant direct effect on employee work motivation and performance, but work motivation does not significantly influence employee performance and does not act as an intervening variable.

5. Vanesa Tesalonika Pratasik, Joyce Jacinta Rares, and Salmin Dengo (2023)

The purpose of this study was to examine the effect of human resource (HR) quality on employee performance at the North Tombatu District Office. This study employed a quantitative approach, involving 34 respondents selected using a saturated sampling technique. Data were collected through questionnaires and a Likert scale. Simple regression analysis was used as the analysis technique. Data eligible for analysis were processed using SPSS. Statistical testing results indicated that HR quality had a positive and significant impact on employee performance at the North Tombatu District Office.

6. Siardin Andi Djemma, Ahmad Mukhtar, and Alda Faradilla (2022)

The purpose of this study was to examine the influence of human resource quality, professionalism, and work discipline on improving employee performance at the Public Works and Public Housing (PUPR) and Land Affairs Office of Wajo Regency. This study used a quantitative approach, with data collected through observation and questionnaires distributed to employees. 27 respondents were selected using simple random sampling from a total of 93 employees. The results of the analysis using multiple linear regression indicate that human resource quality, work professionalism, and work discipline influence employee performance.

7. Okta Maria, Erlina Rufaidah, and Faurani I Santi Singagerda (2023)

This study aimed to examine the influence of human resource quality and work facilities on employee performance at the Cooperatives and Small and Medium Enterprises Office of Lampung Province. This quantitative study involved 56 respondents from 58 employees and was analyzed using multiple linear regression. The results of the analysis show that the quality of human resources (HR) and work facilities have a positive influence on improving employee performance.

8. Adi Yanuar Fadillah, Nurna Aziza, and Lisa Martiah (2020)

This study aims to analyze the influence of alignment between planning and budgeting, human resource quality, and organizational commitment on the performance of the Central Bengkulu Regency Government. A total of 117 respondents were randomly selected as the study sample. Data were analyzed using descriptive statistics and multiple linear regression. The results indicate that alignment between planning and budgeting, human resource quality, and organizational commitment have a positive influence on the performance of the Central Bengkulu Regency Government.

9. Mayang Krisnawida, Sundjoto, and Sri Rahayu (2023)

The purpose of this study was to investigate the influence of the work environment, human resource quality, and leadership style on improving employee performance at the Bangkalan Tax Service Office. A total of 79 employees of the Bangkalan Tax Service Office participated in the sample. The results of the multiple linear regression analysis indicate that the work environment, human resource quality, and leadership style have a significant influence on employee performance.

10. Indah Retia Laradika, Bovie Kawulusan, and Marsanuddin (2022)

The purpose of this study was to examine the impact of human resource (HR) quality and work discipline on improving organizational performance at the Pesawaran Regency Office of Women and Children's Empowerment and Population and Family Planning Control (PPAPKK). This quantitative study involved 49 respondents, representing 52% of the total population of 95. Data sources were obtained from observation, documentation, and questionnaires. The data obtained were used to test the hypothesis, which showed that human resource (HR) quality and work discipline influence organizational performance.

B. The Influence of Infrastructure (X2) on Government Performance (Y)

1. Hasanuddin, Eva Singgarniari, Faisal, Agussalim Ritonga, Imran Nasution, Supar Wasesa, and Sri Rahayu (2022)

This study aims to analyze the influence of facilities and infrastructure, human resource quality, and work skills on employee performance at the Labuhanbatu Regency Community and Village Empowerment Office (PMD). This study used a quantitative method with an explanatory research approach, utilizing primary and secondary data, and involving the entire population of 52 employees as respondents. Data processing was performed using multiple linear regression analysis using statistical software. The results indicate that facilities and infrastructure, human resource quality, and work skills have a positive influence on employee performance.

2. Novita Syahidah Sari, Sugeng Suroso, and Ery Teguh Prasetyo (2024)

This study aims to examine the influence of facilities and infrastructure and work discipline on employee performance at the Bekasi City Fire Department. The approach used was quantitative, involving the entire employee population as research respondents, a total of 55 people. Data were obtained through questionnaires and then analyzed using Smart PLS 4.0 software through a series of hypothesis tests. The results showed that infrastructure and work discipline significantly influenced employee performance improvement.

3. K.F. Asiqien Karepesina, Normawati, Josep Antonius Ufie, and Hendry Selanno (2024)

This study aims to examine the influence of human resource (HR) competency and facilities and infrastructure on the performance of employees in the Licensing Service Office at the Maluku Regency Investment and One-Stop Integrated Service Office. This quantitative study involved 80 respondents. The data collection method was a questionnaire, and the data was processed using the SPSS statistical analysis program. The results indicate that HR competency and facilities and infrastructure have a positive and significant impact on service performance.

4. Irpan, Reno Affrian, and Akhmad Berkatillah (2024)

This study aims to measure the extent to which facilities and infrastructure influence employee performance at the Regional Secretariat of North Barito Regency. The approach used in this study was a quantitative method, with data collection through questionnaires, observation, and documentation. A total sampling technique was used to involve 56 respondents, while data analysis was conducted using a number of statistical tests, including validity, reliability, classical assumptions, and hypothesis testing, processed using the IBM SPSS program version 26.0. The results of the analysis indicate that infrastructure has a positive and significant effect on employee performance.

5. Ranny Kibar, Iskandar Z Hifnie, and Supriyadi (2023)

This study aims to analyze the influence of human resource capabilities and facilities and infrastructure on employee performance at the Pesisir Barat Regency Environmental Agency. The research method used was field research with a quantitative approach that focused on objective data presentation through various descriptive analysis methods and hypothesis testing. This study involved 19 respondents, and the data source was distributed through questionnaires. The results showed that human resource capabilities and facilities and infrastructure influence employee performance.

6. Nur Inrawati, Maryadi, and Asniwati (2024)

The purpose of this study was to determine whether there is an influence between competence, facilities and infrastructure, and work discipline on the performance of State Civil Apparatus at the Regional Revenue Agency, Makassar I Regional Revenue Technical Implementation Unit. This study is a quantitative study. Data were collected through questionnaires, field observations, and library research. The data analysis technique was conducted using statistical methods, namely multiple linear regression with t-test and f-test. This study involved all members of the population of 44 State Civil Apparatus as respondents. The results showed that the variables of competence, facilities and infrastructure, and work discipline together have a positive and significant influence on performance.

7. Kadek Yadi Maryadi, Ahmad Firman, and Muhammad Hidayat (2021)

This study aims to examine and analyze the extent to which education, work discipline, and the availability of facilities and infrastructure influence the performance of State Civil Apparatus (ASN) at the Public Works Department of West Papua Province. The study involved the entire ASN population of 85 individuals through a census method using a Likert-scale questionnaire. Based on the results of multiple linear regression analysis and hypothesis testing, it was found that education and facilities and infrastructure factors had a positive and significant effect on ASN performance. However, the discipline variable did not show a significant effect on performance.

8. Lukman Hasi, Mashur Razak, and Abdul Khalik (2022)

The purpose of this study was to identify the impact of managerial skills, human resource quality, and facilities and infrastructure on the management performance of Village-Owned Enterprises (BUMDes) in Tanete Riaja District, Barru Regency. This study used a saturated sampling technique, with all 36 employees serving as respondents. The results of multiple linear regression analysis indicate that managerial performance and human resource quality have a positive but insignificant effect on the management performance of BUMDes throughout Tanete Riaja District, Barru Regency, while facilities and infrastructure have a positive and significant effect.

9. Adriansyah and Trisnowati Josiah (2024)

This study aims to examine the influence of human resource competency and the availability of facilities and infrastructure on employee performance at the Tulang Bawang Regency Personnel Education and Training Agency. A total of 66 employees were involved as respondents. Data collection techniques included observation, documentation, and questionnaires. Data analysis was conducted using a quantitative approach with the aid of SPSS software, including validity and reliability tests, simple and multiple linear regressions, as well as t-tests, F-tests, and coefficients of determination. The results indicate that human resource competency and facilities and infrastructure have a positive role in improving employee performance.

10. Habibi and Senen Mustakim (2024)

This study aims to examine the extent to which service quality and facilities and infrastructure influence employee performance at the Padang Ratu District Office in Central Lampung Regency. Using quantitative descriptive methods and simple and multiple regression analyses, this study involved a population of 29 respondents selected to provide data. Data came from observations, questionnaires, and documentation. The results show that the quality of service and facilities and infrastructure have an impact on employee performance.

The tabulation of this literature is shown in Table 1. From several known literatures in various studies, it shows that the quality of human resources (HR), especially in terms of competence and integrity, has been proven to have a positive and significant influence on the effectiveness and efficiency of public services (Pangesti, 2021; Hartanto et al., 2022; Adra & Permana, 2023). This is reinforced by research by Bhagya (2020), which shows that human resource development (HR) and bureaucratic professionalism have a significant impact on improving employee performance. Furthermore, the availability of optimal and adequate infrastructure also supports the improvement of government apparatus performance in achieving organizational goals and providing responsive services to the public (Ayu & Sutabri, 2023).

Research by Adriansyah and Josiah (2024) also strengthens these findings, where human resource capabilities and facilities and infrastructure have been shown to have a positive and significant influence on employee performance at the Tulang Bawang Regency Education and Training Personnel Agency.

Table 1. Study on the Influence of Human Resources (HR) Quality and Infrastructure on Government Performance

Study	Research Location	Focus Research	Research Findings
Sumber Daya Manusia (SDM)			
Tombak Gapura Bhagya (2020)	Basic Social Services Bureau, Regional Secretariat (Setda) of West Java Province.	Human resource development (HR) on employee performance.	Human resource development also has a positive and significant impact on employee performance.
Ni Luh Putu Eka Yudi Prastiwi, Luh Kartika Ningsih, and Ketut Putrini (2022)	Regional Archives and Library Service, Buleleng Regency, Bali	Human resource (HR) quality on employee performance.	Human resource quality has a positive and significant impact on employee performance.
Ahmad Faizi, Trisnowati Josiah, and Epi Parela (2022)	Lampung Province Inspectorate	Human resource quality on employee performance.	Human resource quality has a positive and significant effect on employee performance.
Mu'ah, Yulia Firdawati, Mas'adah, and Masram (2023)	Lamongan District Court	The Impact of Human Resource Quality on Employee Performance.	Human resource quality has a significant impact on employee performance.
Vanesa Tesalonika Pratasik, Joyce Janita Rares, and Salmin Dengo (2023)	North Tombatu District Office.	The impact of human resource quality on employee work performance.	Human resource quality has a positive and significant influence on employee work performance.
Siardin Andi Djema, Ahmad Muktamar, and Alda Faradila (2022)	PUPR and Land Agency, Wajo Regency	The influence of human resource quality on employee performance.	The results of the analysis show that human resource quality has an influence on employee performance.
Okta Maria, Erlina Rufaidah, and Faurani I Santi Singagerda (2023)	Operational Activities and Small Businesses in Lampung Province	Human Resource Quality and Employee Performance.	Human resource quality has a positive impact on employee performance.
Adi Yanuar Fadillah, Nurna Azizah, and Lisa Martiah (2020)	Central Bengkulu Regency Government.	The influence of human resource quality on government performance.	Human resource quality has a positive impact on improving government performance.
Mayang Krisnawida, Sundjoto, and Sri Rahayu (2023)	Bangkalan Tax Service Office (KPP).	Human resource (HR) quality on employee performance.	HR quality has a significant impact on employee performance.
Indah Retia Laradika, Bovie Kawulusan, and Marsanuddin (2022)	Pesawaran Regency Family Planning, Women's Empowerment and Child Protection Agency, and Population Control.	Human Resource Quality and Organizational Performance	Human Resource Quality influences organizational performance.
Sarana Prasarana			
Hasanuddin, Eva Singgarniari, Faisal, Agussalim Ritonga, Imran Nasution, Supar Wasesa, and Sri Rahayu (2022)	Community and Village Empowerment Service (PMD) Labuhanbatu Regency	The influence of facilities and infrastructure on employee performance.	Facilities and infrastructure show a positive impact on employee performance.
Novita Syahida Sari, Sugeng Suroso, and Ery Teguh Prasetyo (2024)	Bekasi City Fire Department	The influence of facilities and infrastructure on employee performance.	Facilities and infrastructure have a significant influence on employee performance.
K.F, Asiqien Karepesina, Normawati, Josep Antonius Ufie, and Hendry Selano (2024)	Central Maluku Regency Investment and One-Stop Integrated Services Agency (DPMPTSP).	The influence of infrastructure on employee performance.	Facilities and infrastructure have a positive and significant impact on service performance.

Irpan, Reno Affrian, and Akhmad Berkatillah (2024)	Regional Secretariat of North Barito Regency.	The influence of infrastructure on employee performance.	Facilities and infrastructure have a positive and significant impact on supporting employee performance.
Study	Research Location	Focus Research	Research Findings
Ranny Kibar, Iskandar Z Hifnie, and Supriyadi (2023)	Pesisir Barat Regency Environmental Service.	The influence of infrastructure on employee performance.	There is an influence of infrastructure on employee performance.
Nur Inrawati, Maryadi, and Asniwati (2024)	Regional Revenue Agency, Technical Implementation Unit for Makassar Region I	Facilities and infrastructure on employee performance	Facilities and infrastructure have a positive and significant impact on employee performance.
Kadek Yadi Maryadi, Ahmad Firman, and Muhammad Hidayat (2021)	Public Works Office of West Papua Province	Infrastructure and Facilities on ASN Performance	Facilities and infrastructure have been proven to have a positive and significant impact on improving ASN performance.
Lukman Hasi, Mashur Razak, and Abdul Khalik (2022)	Tanete Riaja District, Barru Regency	Infrastructure and facilities on the performance of BUMDes management employees.	Facilities and infrastructure have a positive and significant influence on BUMDes management performance.
Ardiansyah and Trisnowati Josiah (2024)	Tulang Bawang Regency Education and Training Personnel Agency.	The influence of facilities and infrastructure on the performance of the regional personnel agency.	Facilities and infrastructure have a positive impact on employee performance.
Habibi and Senen Mustakim (2024)	Padang Ratu Sub-district Office, Central Lampung Regency	The influence of facilities and infrastructure on the performance of sub-district officials.	Facilities and infrastructure have an impact on the performance of sub-district officials.

Sumber: data diolah penulis 2025

In general, it has been found that the quality of human resources (HR) has a positive and significant influence on the performance of government employees and organizations. Several studies conducted in service bureaus, inspectorates, regional agencies, and courts have consistently demonstrated that improving HR quality can boost the productivity, professionalism, and effectiveness of state apparatus work. Bhagya's (2020) research at the West Java Regional Secretariat emphasized the importance of competency development through training and strengthening a professional work culture, while research by Mu'ah et al. (2023) at the Lamongan District Court confirmed that HR quality directly contributes to improved employee performance. Similar findings are also demonstrated by research by Faizi et al. (2022), Prastiwi et al. (2022), and Pratasik et al. (2023), which confirms the consistency of this relationship across various government sectors.

In addition to human resources, facilities and infrastructure have also been shown to be important factors in determining the performance of government employees. Research conducted by Hasanudin et al. (2023), Sari et al. (2024), and several other studies shows that adequate facilities can improve effectiveness, task fluency, productivity, and the quality of public services. For example, research at the Labuhanbatu Regency PMD Office emphasized that facilities and infrastructure support bureaucratic professionalism, while research by Irpan et al. (2024) at the North Barito Regional Secretariat emphasized the role of facilities and infrastructure in supporting work effectiveness and smooth task implementation. Thus, both human resources and facilities and infrastructure are complementary determinants in efforts to improve government performance.

The findings of this study align with human resource management theory, particularly Gary Dessler's view that emphasizes that the quality of human resources is an organization's primary asset in achieving its goals (Luila, 2013). Furthermore, Katz and Kahn's organizational systems theory can also be used to explain the results of this study, stating that an organization will operate effectively if each subsystem (including human resources and work facilities) functions optimally and supports each other (Sukoco & Viciania, 2014). Meanwhile, Perry and Wise's public service motivation theory also reinforces the view that increasing individual capacity through competency and infrastructure support will improve the performance and quality of public services (Komalasari et al., 2009).

The implication of these findings is that the government needs to pay special attention to employee competency development and the provision of adequate work facilities. Human resource capacity building can be achieved through continuous training, fostering a professional work culture, and providing opportunities for employee innovation (Abdullah et al., 2021). Furthermore, comprehensive and appropriate infrastructure will create a conducive, efficient, and productive work environment. The combination of the two will support the achievement of quality public service standards and increase public satisfaction with bureaucratic performance. Therefore, it can be concluded that government performance is not only ensured by quality human resources but also by the availability of supporting infrastructure. Therefore, the state apparatus development strategy must integrate strengthening human resource capacity and the provision of infrastructure to achieve a bureaucracy that operates effectively, efficiently, and is able to respond to public needs.

Conclusion

The quality of human resources (HR) and facilities and infrastructure significantly impacts government performance. It has been proven that competent, professional, and integrity-driven human resources (HR) can improve the efficiency, effectiveness, and accountability of public services. This aligns with findings in HR management theory, which highlight the importance of a sound recruitment system, training, and career development. Conversely, adequate infrastructure is crucial to ensuring the smooth implementation of civil servant duties. Adequate facilities directly impact the quality of services received by the public and simplify work processes. Therefore, it can be concluded that the combination of work infrastructure and high-quality HR will produce optimal bureaucratic performance and increase public trust in the government. Furthermore, a regular evaluation and monitoring system is needed to ensure that efforts to improve HR quality and provide facilities truly have a positive impact on service quality and public satisfaction. With these steps, government performance is expected to continue to improve, enabling it to address challenges while maintaining public trust.

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