

Quality of Public Services with the Utilization of Digital Platforms in Perumdam

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ABSTRACT

The government is responsible for providing various aspects of state life, including services to meet health and education needs. The importance of this research is to determine how Perumdam Tirta Darma Ayu uses digital platforms to improve the capabilities of its human resources and solve unsolved problems. The headquarters of the Tirta Darma Ayu Regional Public Company for Drinking Water is the location of this qualitative research. This research collects data through interviews, documentation, and observation. Instead, this study uses the dimensions of strategy, human resource capacity, and service quality. Three suboptimal aspects: reliability, responsiveness, and empathy are the things that many customers complain about. experiencing problems with the complaint service information system that uses digital platforms. According to this study, public service human resources are still less able to use digital platforms. Therefore, the researcher suggests several methods, such as automating quality, building and developing a Service Information system, adding qualified technicians, providing instructions on how to communicate customer wishes, and providing clear and accurate information.

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Introduction

Public Service can be interpreted as a means of service for the needs of people or people who have an interest in the organization according to applicable procedures (Dila, 2019). The government is responsible for providing various aspects of state life, including services to meet health and education needs. (Siti, 2018). Meanwhile, law number 25 of 2009 discusses matters related to the interests of citizen services for goods, services and administrative services provided in accordance with public service regulations (Melati, 2019). In addition, related to the quality of public services is the result of the interaction of various aspects, service systems, service provider human resources, strategies, and

customers, according to (Karl Albrecht and Ron Zemke) in the journal (Mahsyar, 2011). In today's era of society, public services face special challenges. With people dissatisfied with their right to government services, immediate action must be taken to create quality public services. Today's timely, fast, easy, and affordable public services are becoming more difficult in Indonesia. In addition to the development of internet network infrastructure, the shortage of electricity supply is still a problem. In addition, there is an Indonesian culture that prefers to receive services in person (Jaweng, 2020).

Along with the very rapid advancement of ICT to date, it is important to start adapting digital systems to help daily activities. Public service providers must have the ability to use technology to provide their services. With digital transformation entering the realm of human life, the private sector has taken advantage of it to obtain finance and facilitate service providers that can be accessed on several applications such as Facebook, Instagram, service requests between passengers, food and goods delivery services (Wiranti & Frinaldi, 2023). The digitization of public services is regulated by Law Number 25 of 2009. This is a series of measures to meet the needs of citizens or service recipients by using technology and digital data to facilitate services (Catherine Panggabean & Nur Laila Meilani, 2023). The private sector has also made a lot of use of technological advances to gain profits (Wiranti & Frinaldi, 2023). Human resources as a very important factor so that they must be managed properly, the occurrence of competitiveness and a spirit of competition to increase employee work productivity (Tabe, 2019). But digitalization is primarily concerned with digital skills, which began with the use of computers and evolved into the internet, as well as the use of social media. The definition of "digitalization" in the English dictionary (KKBI) is the process of giving or using a digital system. Furthermore, digitalization, according to the dictionary of gratner.com terms, is the movement of all-digital businesses and the use of digital technology to change the way of doing business and generate revenue and opportunity value (Anggraini, 2023). Therefore, in the face of global market competition, the governments of countries and regions need organizational management skills, which will determine their credibility and leaders. So, organizations must be able to adapt to environmental changes. The general term for this response is adaptation to environmental changes (Apriliana & Nawangsari, 2021).

HR needs productive people to manage an organization, both in institutions and companies. They need to be trained to improve their abilities (Erie, 2019). However, some individuals fail to adjust to these changes (Astiwi, 2018). However, quality human resources give birth to important assets for organizations that can help the company's progress in the future. Thus, the existence of quality human resources can show that human quality plays an important role in advancing the organization in question. How an organization works will be affected by competition. This is due to the desire of every organization to be the best in terms of performance (Apriliana & Nawangsari, 2021). So with this phenomenon, organizations need to increase the capacity of their officers' human resources so that they can compete with other organizations and can realize the goals of the organization. Increasing the potential of human resources is a way to deal with changes in accordance with the demands of the times. Good human resources in a public service organization will be a resource that produces good public service work, which in turn will create a good image for the organization. This organization will become more competitive in the implementation of public services, and the community will feel satisfied and easily get access to human resources who are capable and have good knowledge and abilities. Ultimately, the human workforce (HR) will be the most

important resource for organizational innovation (Muhammad Noor Ifansyah, 2017). Therefore, capacity building is very important to improve the performance of public and private organizations. The main goal of increasing human resource capacity is to ensure the sustainability of excellent public services both directly and through digital platforms (Rusmanto, 2023).

Therefore, based on the previous explanation, the author takes one of the non-governmental institutions that is under the auspices of the local government and is based on a digital platform for public services in this case. A company established based on article 2 Number 5 of 1962 has the understanding that a regional company is a company whose entire capital or part of the ownership is separated (Business & Region, 2018). While Article 4 of Law No. 5 of 1962, regional companies are established with a Regional Regulation (Nazarudin & Utami, 2022). The Tirta Darma Ayu Regional Public Company for Drinking Water Indramayu Regency is a regionally-owned enterprise in Indramayu Regency, West Java Province, which was chosen by researchers to be used as a locus. To carry out its operations, PDAM (Regional Drinking Water Company) must change its legal form to Perumda or Perseroda (Purba, 2020). This company provides water services for the community, because water is a very important resource for human life and a basic need for living things, whether humans, plants, or animals. Water is very important for life and the environment, especially for human needs such as drinking, bathing, washing, etc. Indramayu Regency has the Tirta Darma Ayu Drinking Water Regional Public Company, which was established on November 17, 1988. This company is responsible for managing and providing clean water to the residents of Indramayu Regency (Melati, 2019). To provide public services, Perumdram Tirta Darma Ayu has used a digital or IT platform. However, one of the employees outside of working hours said that, in carrying out public services through digital platforms such as Contac Person and Instagram, there are still employees who do not respond to public complaints. If the relevant department does not respond to the complaint quickly, there will be prolonged complaints. In addition, in terms of the completeness of the content offered by the website, the use of the website is still not ideal. Thus, the researcher refers to digital methods to increase the capacity of public service human resources. Because human resources in this case are important as a support to advance an organization, therefore the company creates a strategy to create it.

Strategy is the long-term direction and scope of an organization in achieving benefits for the organization through the configuration of resources in a challenging environment to fulfill many meanings (Andi Barri Albar, 2021). In Greek, the word "strategos" is derived from the words "stratos", which means military, and "ag", which means to lead. Strategy is the first foundation for the institution and its components to organize actions or stages by considering external and internal factors to achieve the predetermined targets (Kusumawati, 2023) The preparation of the strategy must consider what is to be achieved and what goals to be achieved. In addition, organizations have the right to have the ability to relate to the environment in which the strategy will be implemented to ensure that the strategy will not conflict with the current environment. Marrus then defines strategy as the process of making a plan for an organization's upcoming goals and making efforts to achieve them. Therefore, the way the supreme leader sets the plan (Usman et al., 2022). However, in implementing strategies to achieve a good corporate image, it is inseparable from a Public Relations person, in this case, Public Relations must have planned strategies (Nurul Inayah, Heriyani Agustina, 2017).

Based on this description, the purpose of this article is to describe and analyze how Perumdam Tirta Dharma Ayu employees can increase their capacity to provide excellent service to Perumdam Tirta Dharma Ayu customers and consumers in Indramayu Regency through digital platforms. With the description above, the formulation of the problem is "How is the Capacity of Employee Human Resources in Public Services Through Digital Platforms in Perumdam Tirta Dharma Ayu, Indramayu Regency, West Java Province" and can be used as research material with the title "Quality of Public Services with the Utilization of Digital Platforms in Perumdam".

Literature Review

The authors used four comparative journals to investigate the results of previous studies. The first journal written by Dwi Wahyu Prasetyono and Armina Diana from the Faculty of Social and Political Sciences, Wijaya Putra University (2022) entitled "Strategies for Improving the Service Quality of PDAM Gresik Regency" focuses on qualitative analysis research methods. Triangulation is carried out between researchers, methods, theories, and data sources. This study aims to improve the quality of services provided by the Gresik Regency Regional Drinking Water Company (PDAM) and provide strategic recommendations to improve the quality of these services (Prasetyono, 2022). Our research and this study have a few things in common: they both use qualitative methods and use almost identical case studies.

The second journal compared previous research with four comparison journals. The second journal will compare the research of Wieky Rusmanto from the State Administration Program at the Faculty of Social and Political Sciences, Nurtanio University entitled "Human Resource Capacity Development in Building Excellent Public Services in the Bandung City Government", which discusses human resource capacity development. The purpose of this study is to find out the efforts of universities to improve public services (Rusmanto, 2023). There is a similarity between this study and the study we conducted, namely the research method used, namely the qualitative research method with a descriptive approach that is almost the same as the research we conducted and the research results are almost identical.

The third journal will be compared with a study written by Nia Endri Wiranti and Aldri Frinaldi from Padang State University entitled "Improving the Efficiency of Public Services with Technology in the Digital Era." Because digital data is essential to support real-life processes, this research focuses on how the use of digital technologies can improve public services, transparency, and public participation in public policy development. By using online platforms, mobile applications, and digital systems, this research aims to improve the efficiency of public services in the modern digital era (Wiranti & Frinaldi, 2023). There are similarities between this research and the research we conducted, namely the research method conducted using qualitative and descriptive approaches.

The fourth journal will compare the research of Catherine Panggabean and Nur Laila Meilani from the University of Riau with the title "Digitization of Public Services in the City of Pekanbaru (Case Study of Pekanbaru Applications in the Grip of Digital Review in the Governance Era)." This research discusses various aspects of digitization of public services in the city of Pekanbaru, including the importance of using applications for digitization of public services (Catherine Panggabean & Nur Laila Meilani, 2023). There is a similarity between this research and the research we conducted, namely the research method that was carried out using a qualitative and descriptive approach.

Public services are defined as efforts made to address the needs of citizens and residents as well as goods, services, and administrative services provided by public service providers in accordance with Law No. 25 of 2009. Public services needed by the community must be provided by the government and continue to be improved. On the contrary, public services must concentrate on meeting the needs of the community to the maximum in both quantity and quality because public satisfaction is a measure of the success of public service providers. Services will be considered good and excellent if the institution or company can provide services in a polite and professional manner with good service quality, procedures, smooth, safe, orderly, certainty of cost and time, and in accordance with the law (Rianti et al., 2019). Meanwhile, to measure service quality, 5 Service Indicators can be used: (1) *Tangibel* (Physical Evidence): Direct evidence related to service quality; (2) *Reliability* (Reliability): How far the company delivers the promised service accurately and precisely; (3) *Responsiviness* (Responsiveness): a form of the company's desire and commitment to provide timely services; (4) *Assurance* (Guarantee): the ability to increase customer trust and confidence, including the ability of employees to increase customer trust in the company, including courtesy and knowledge; (5) *Empathy* (Empathy) : the skill of communicating workers with customers to provide a clear explanation of the services that have been available and have a positive impact on customer ratings (Valarie A. Zeithaml) in the journal (Rukayat, 2017).

Human resource capacity is a method to manage relationships and the role of resources (workforce) held by individuals efficiently and effectively and to obtain the goals of the company, employees, and society (Bintoro and Daryanto, 2017) in(Rahayu et al., 2022). According to Desseler (2015:3), the definition of Human Resource Capacity is the proficiency of a person, institution, and scheme to carry out their functions or authorities effectively and efficiently to achieve their goals. These capacities include the ability to conduct employee recruitment, training, assessment, and compensation, as well as manage labor, health, and safety relations, and fairness. Human resource capacity can be measured through: (1) Education: Education is a systematic process of changing a person's behavior to achieve organizational goals. Education includes both formal and informal. (2) Training: Training is an effort to improve the performance of workers in certain jobs related to their work. (3) Experience: Time spent working shows a person's ability to complete tasks, have broad insights, and easily adapt to the work environment According to Notoatmodjo, Soekidjo in the Journal (Supriyatin et al., 2021).

Strategy is a universal and systematic set of plans that connect the strength of a company's strategy to the environment it faces. All of them ensure that the company's goals are achieved (Narsa, 2008). To achieve organizational goals, organizational strategy and its components are the initial foundation. Geoff Mulgan defines public strategy as the systematic use of public resources and power by public bodies to achieve goals. According to Mulgan's view, strategy is a tool of power used by governments to solve the problems, complexity, and complexity of government by combining ideas and concepts (Start, 2017). In this case, the approach is useful as a system that can regulate existing power and resources through public organizations (governments) for the public interest. Geoff Mulgan divides the government strategy into five (5) indicators, based on the above understanding: (1) Objectives (*Purposes*): the mission required to carry out and implement a target; (2) Environment (*Environment*) : changes that occur in the surrounding environment; (3) Directions (*Direction*) : directing in accordance with the goals to be achieved; and (4) Actions (*Action*): tangible evidence of human origin or a

form of response to achieve goals and (5) Learning (*Learning*): a learning to improve organizational goals (Taryana et al., 2022).

Research Methods

This observation uses a qualitative observation methodology with a descriptive approach. Qualitative methods are a type of research that aims to collect data and information on new issues to be studied or explored. This observation was carried out at the PERUMDAM Tirta Darma Ayu Head Office, address Jalan Letjend Suprpto Number 25/E Kepandean, Indramayu Regency, West Java. Regarding the research objectives in this paper, it is a strategy to increase the Capacity of Public Service Human Resources through Digital Platforms at PERUMDAM Tirta Darma Ayu, Indramayu Regency. In this observation, the party who is the resource person is considered to have the necessary information at the research site. In this observation, the researcher requires the following data collection method: (1) Interview: The researcher conducted interviews with 4 Informants, namely HR Supervisor, K3 Supervisor, Public Relations Supervisor, and Customer; (2) Observation: at the observation stage, the researcher records and observes according to the conditions in the field. (3) Online data search: The researcher searches for supporting data through websites, previous journals, Instagram, and other online media.

Results and Discussions

PERUMDAM Tirta Darma Ayu was inaugurated on November 17, 1988 based on the Decree of the Regent of the Regional Head of Indramayu Level Number 45/HK 00200/SK/Ag81 and according to the Indramayu Regency Regulation Number 08 of 1985, which established the PDAM of Indramayu Regency, and the Joint Decree of the Minister of Public Affairs and the Minister of Home Affairs Number 552/KPTS/1988 with the aim of integrating drinking water management into the Drinking Water Management Agency (BPAM) in order to avoid a separate system. With the Origin The Dutch government built a drinking water system of 20 liters per second in 1932. It uses water from the Sindu Praja irrigation salura. At that time, water was only drunk by a small group of people and Dutch colonizers. In 1945, the system was taken over by the Indonesian government and managed by the Indramayu Level Regional District Drinking Water Service. In 1978, a water treatment plant (PA) with a capacity of 70 liters per second was built, which was supervised by BPAM Indramayu Regency. (Prasetyono, 2022). Every year, PA in Indramayu is built from the State Budget and APBD I funds with a capacity of 1135 liters per second in 2017 spread across 7 branches and 6 units, with a total of 104 437 house subscriptions. Making PDAM an independent, healthy, and professional company is the vision of PDAM Tirta Darma Ayu on the Perumdam Tirta Darma Ayu website <https://www.pdamindramayu.co.id>. Reviews The discussion in this article is divided into 3 parts: First, the quality of public services at Perumda Tirta Darma Ayu. Second, the current human resource capacity of Perumdam Tirta Darma Ayu employees in serving the community through digital platforms. Third, Perumdam Tirta Darma Ayu's strategy in the process of increasing the capacity of public service human resources through digital platforms (Rusmanto, 2023)

Quality of Public Services at Perumdam Tirta Darma Ayu

All types of services provided by the company to customers, including meeting customer needs and requirements and meeting customer expectations quickly, are considered to be quality of service (Bunga Sukma Juita, 2023). Therefore, if a company

wants to make its customers satisfied, they must understand the quality of service. This will provide companies with a framework for what customers can do to assess the quality of service providers. (Astria, 2005).

Table 1. Data on the Number of PERUMDAM TIRTA DARMA AYU Subscribers in 2022-2024

No.	Year	Number of Customers
1.	2022	146.144
2.	2023	157.730
3.	2024	157.760

The table of customer data from the last 3 years of Perumdam Tirta Darma Ayu above shows an increase in customers every year. The number of Perumdam Tirta Darma Ayu customers has increased from every sub-district in Indramayu Regency. The number of customers in 2022 is 146,144, 2023 is 157,730, and 2024 is 157,760 customers. The next Customer Complaint Service Flow is as follows: (1) The customer makes a complaint to the admin, through the company's Instagram platform, or comes to the head office; (2) Admin receives complaints and records them; (3) Admin categorizes complaints according to subject to be forwarded to the relevant section or branch; (4) The relevant branch handles complaints.

Table 2. Types of Public Services

It	Types of Public Services
1.	Bill Payment Service
2.	Complaints Service
3.	New Connection Service
4.	Temporary Closure Service

Table 3. Water Account Payment Digital Platform

It	Name of Water Account Payment Digital Platform
1	Shopee
2	Pedia Shop
3	BriMo
4	Pos Indonesia
5	Milky Way

1) Aspect of Physical evidence (*Tangible*)

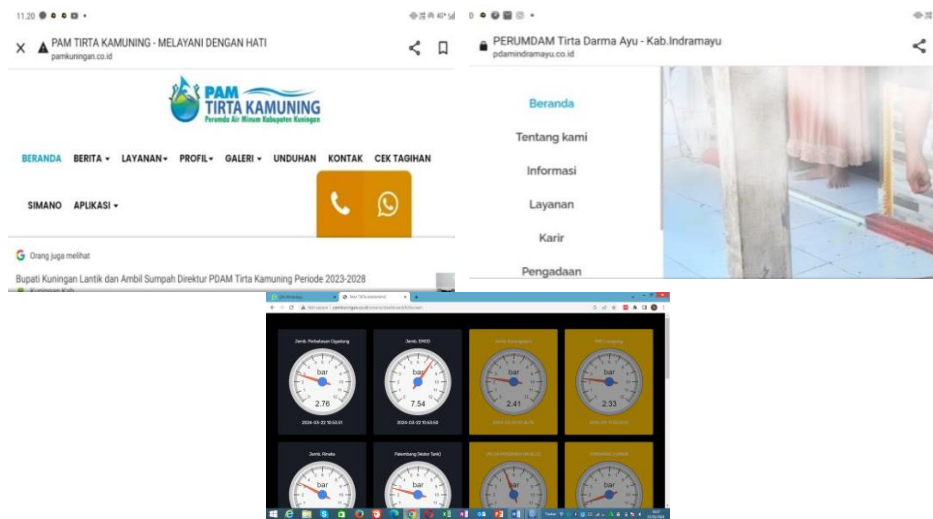
Tangible evidence of the services that the company provides to customers. In this aspect, the quality of public services is quite good, such as from seating facilities, toilets, canopies, computers used by employees to make payment transactions for customers who are in arrears for 3 months, the provision of guest books and glass mineral water when welcoming customers who make complaints to the public relations division of the Perumdam Tirta Darma Ayu headquarters in Indramayu Regency, as well as infrastructure facilities such as means of transportation, paralon pipes, hoes, and so on to handle pipe leaks on the shoulder of the road. And physical evidence to carry out public services through digital platforms is good enough, such as computers and office phones.

Table 4. List of Service Facilities

List of Service Facilities	Sum
Cashier Machine	13 Pieces
Computer	26 pieces for cashiers
Printer	26 pieces for cashiers
Waiting Seats	39 Pieces
Computer Desk	13 Pieces (1 Table / 1 Branch) Cashier Section
Vehicle (Pick Up Car)	13 Pieces
Viar Motors:	20 Pieces
Toilet	1 Branch Office 2 Toilets, Indoor Toilets and Outdoor Toilets
Canopy	13 Pieces
Mobile	13 Pieces

2) Reliability Aspect

In this case, Perumdam Tirta Darma Ayu's public services are carried out according to procedures and are considered good by some people. However, there are people who still complain about their public services, especially those provided through digital platforms. All public services now operate through digital platforms, but there are some barriers, especially for the elderly. Therefore, Perumdam Tirta Darma Ayu held a socialization regarding the services provided and new policies. In addition to these problems, there is another problem, namely the imperfect management of website content, because the page about water discharge capacity has not been on websites such as Perumdam Tirta Kamuning Kuningan Regency and the latest information through the website has never been updated. Perumdam Tirta Darma Ayu uses digital platforms such as Website, Instagram, Facebook, and WatshApp to carry out public services. Thus, there is a possibility of data hacking. In addition, using a third party in water account payments through Payment Point Online Banking, also known as PPOB. However, sometimes there is a miscommunication between the Public Relations and the service branch related to location complaints through social media, or even sometimes the service branch does not immediately report to Public Relations if the work has been completed. Talking about Accurate, it happened when Perumdam Tirta Darma Ayu announced the increase in tariffs through Instagram, there were still many people who asked the Service Branch and Service Unit, it was unfortunate that the Service Branch and Service Unit were partially unable to provide an explanation and in the end it was submitted through the Public Relations of the Head Office. And for the website itself, the management is temporarily held by IT.



3) Responsiveness aspect (*Responsiviness*)

This aspect tests the responsiveness or response of employees to complaints from customers either directly or through digital platforms. With the development of the era of public services, Perumdam Tirta Darma Ayu has used a digital platform like the picture above and with the existence of public services that through digital platforms require public service employees to be responsive to complaint information from the public. Therefore, with the change of Perumdam leaders, Tirta Darma Ayu created a Task Force called URC (Rapid Reaction Unit) which serves customer complaints for 24 hours. However, in practice, there are still employees who are not responsive, always delay the processing of complaints, or even employees sometimes do not stand by their mobile phones when they receive a report that enters the Public Relations of the Head Office, which is what makes the service said to be not completely excellent. In addition, sometimes there is miscommunication when the Public Relations phone number of the head office changes, but the Service Branch and Service Unit still list the old Public Relations number

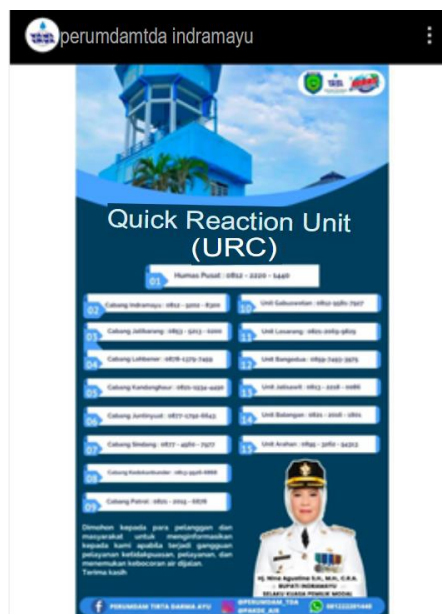


Figure 1. Rapid Reaction Unit TEAM Number

Table 4. Perumdam Tirta Darma Ayu Online Public Service Digital Platform, Indramayu Regency

No.	Types of Digital Platforms	Digital Platform Name
1.	Website	https://www.pdamindramayu.co.id/
2.	Instagram	@perumdamt_da_indramayu
3.	Facebook	Perumdam Tirta Darma Ayu

4) Assurance Aspect

In this company, it provides guarantees to customers regarding mistakes made by employees. In this case, the company provides guarantees when there is an error in the process of installing a new network caused by the negligence of the officer himself. The form of guarantee is by being given a repair warranty because it is still the responsibility of the company. Except after the Water Meter or Persil Pipe that enters the house is the responsibility of the consumer, because there are some whose installation process is outside the company, for example by a builder. However, service guarantees through digital platforms where customer data is vulnerable to company hackers have not been able to provide this guarantee. For example, Customer Billing Info that can be accessed by everyone. In addition, there is also related to payments through PPOB in collaboration with third parties, when there is a problem with the server and the customer has paid as a result, the customer's money is feared not to reach Perumdam Tirta Darma Ayu, such a thing that Perumdam has not been able to provide security guarantees about payments.

5) Empathy Aspect (*Empathy*),

A form of employee compassion that is still lacking towards customer complaints. Perumdam Tirta Darma Ayu's public service still does not have a sense of empathy where the responsiveness of employees and their empathy or concern in solving problems in the field is still far from customer expectations. Employees must have a high attitude of concern so as not to harm or disappoint customers. Customers generally experience problems with distribution or do not get water, even complaining about the turbidity of the water. In addition, when the PPOB payment system, for example, with one of the M-Banking parties had some time ago, it happened that it could not make payment transactions because the cooperation between the M-Banking and Perumda had ended and the cooperation contract was not extended, as a result of which the incoming customer money was held up in one of the M-Banking, which was the cause of the lack of empathy of the Perumdam party not knowing that the cooperation contract had ended.

Based on the five theories that have been explained earlier, only two indicators of Tangible and Assurance can be said to be optimal. The other three indicators are considered to be suboptimal because many employees do not implement them. As a result, Perumdam Tirta Darma Ayu's customers consider their public services to be poor, especially on digital platforms.

Human Resource Capacity in Serving Customers Through Digital Platforms

According to Bintoro and Daryanto, HR Capacity is the science or method to manage the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and to obtain common goals for the company, employees, and society (Rahayu et al., 2022). Human resources are an important element of success, and the development of good quality will be the key. This applies to Perumdam Tirta Darma Ayu, where high-quality employees can provide good community service. HR is a form of quality or quality of a person both inside and outside in carrying out activities, such as an employee in carrying out his work or duties in order to achieve maximum results. The

development and improvement of human resources (HR) is very important because HR plays a major role in carrying out the duties of an employee for the organization. If an employee does not have good human resources, especially in terms of attitude, they are not considered worthy to help the company's progress. On the other hand, if an employee has a good attitude but poor performance, they are also not worthy of helping the company progress. In order for Perumdam Tirta Darma Ayu Indramayu Regency to develop, all components of human resources must be fulfilled internally and externally. Therefore, employees must continue to improve the ability of their human resources to perform their roles well, including providing excellent public services. Because human resources and soft skills must be equally balanced in order to move towards better public services.

Currently, in carrying out public services through digital platforms, the human resource capacity of public service employees, especially in the field of public relations at the head office, is said to be good because there are 3 employees who manage digital platforms such as Instagram, as well as Facebook or WhatsApp where they graduated from the Computer Science and Information Systems Study Program. There is another thing to manage your own website temporarily taken over by IT because the PR staff who manage the website are affected by mutations to other parts. However, to improve public services through digital platforms, it is necessary to increase the capacity of human resources so that in the future the quality of public services will be excellent. In carrying out public services through digital platforms, of course, there are many obstacles, namely first, the lack of responsiveness, second, the management of the website is not optimal, and the third is that digital platforms are still prone to hackers. The following is to assess the capacity of human resources for public services of Perumdam Tirta Darma Ayu Indramayu Regency through digital platforms:

1) Education

Education is important as a support for organizational progress. Most of Perumdam Tirta Darma Ayu's employees are Strata 1 graduates, then Strata 2 to Strata 3 graduates, which are held by the President Director. However, for the education of employees who manage digital platforms such as IT and public relations, bachelors of computers, informatics, communication sciences, visual and information communication design are the most popular. The right education will change the behavior of workers to achieve the company's goals.

2) Training.

Training is a way to develop a person's soft skills and aims to achieve an effective performance in every activity or various other activities so that to improve human resources, training is needed first. To improve the quality or capacity of human resources of company employees, training is held in accordance with their fields, in addition to that outside the training, socialization related to improving public services is held. In addition, to increase the capacity of employee human resources in carrying out public services through digital platforms, especially in the management of digital platforms, the company collaborates with the IT department to hold Website training.

3) Experience

This experience is very important for Perumdam Tirta Darma Ayu employees to increase employee productivity and the knowledge, skills and responsibilities given to each of their employees so that they are considered worthy of serving customers through digital platforms. Experience is indeed very important, no matter how high education is, but if you don't have experience, it's impossible. Not all employees provide unresponsive service, there are still seniors who give their loyalty in serving customers. However, for

employees who handle complaints through digital platforms and manage digital platforms, it is usually the millennial generation who operates and manages digital platforms. Although it is said to be proficient in technology, there is still a need for improvement because training is never exhausted, especially in handling heckers. In Perumdam Tirta Darma Ayu, no one has been able to handle hecker data on digital platforms, so companies usually make special strategies for heckers".

Based on the description of human resources, Perumdam Tirta Darma Ayu public service employees use digital platforms and have a good educational history, as mentioned above. Companies in the field of human resources, provide training such as training, training and socialization or guidance seminars. The Public Relations Department also received specialized training on the management and management of public service digital platforms. It is very clear that individuals who do not have enough experience and are not loyal to their company will not be responsive to complaints services and manage digital platforms. Although they are still juniors, they have an understanding of the world of technology, but the company does not have the necessary technical personnel to manage digital platforms and ward off heckers. As a result, the company continues to improve the capabilities of its employees, especially in terms of offline and online public services.

Strategy for Increasing the Capacity of Human Resources in Public Services through Digital Platforms

Strategy, a set of universal and systematic plans that connect the strength of a company's strategy with the environment it faces. All of them ensure that the company's goals are achieved (Narsa, 2008). Researchers use Geoff Mulgan's theory to determine what government strategy to use (Taryana et al., 2022). The following is an explanation based on the theory taken by the researcher:

1) Purpose

It takes a mission to run and implement a target of the organization. Perumdam has the goal of improving the quality of its public services, in order to improve this, Perumdam has a mission to Improve the Quality of Automation in order to develop more rapidly in the technological era in terms of public services. In accordance with the mission of Perumdam Tirta Darma Ayu which contains about improving public services. Also, customers are educated about matters related to the company's services, how to use the service, and procedures. Conduct counseling to convey customer aspirations and provide clear and accurate information so that customers can be wise when conveying their complaints. This will prevent other customers from filing unwise or unethical complaints, which may reduce the negative value of customers for Perumdam.

2) Action

Addition of Qualified Technician Personnel (personnel) must add special technician employees because the lack of employees causes problems that make customers dissatisfied with field officers. However, it is hoped that the acceptance of technician employees will not be careless. To become a qualified technician, of course, you must go through various selection processes, in addition to selecting employees who also hire technicians in the field, the company has the right to recruit people who are experts in the field of IT to protect the company's digital platform, and follow up on employees who are not responsive in the DEBAS program.

3) Learning

In this strategy, we hold training or learning by developing and upgrading the Service Information system, with this it is hoped that it can improve the quality of

previous services. Develop by expanding the service information system network by re-researching the website and building a special application or system for complaint services to find out the level or volume of complaints every month for a year. As well as to improve human resources in this place, it can be done through job training, job seminars, or other methods.

Conclusion

Based on the results of the research entitled Quality of Public Services with the Utilization of Digital Platforms in Perumdam, a Case Study on Perumdam Tirta Darma Ayu, Indramayu Regency, it can be concluded that the results of the study emphasize the importance of increasing the capacity of public service personnel through digital platforms to improve the quality of public services and that the digitization of public services can efficiently meet the needs of the community. The case study of Perumdam Tirta Darma Ayu in Indramayu Regency shows how BUMD utilizes digital platforms for public services. The main strategies identified to increase the capacity of human resources include creating quality automation, improving qualified technical personnel, and developing service information systems. Overall, this study underscores the importance of improving human resources and the implementation of digital technology in improving the quality of public services.

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