Human Resource Management: Competency and Organization Service Quality*

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Abstract

"Quality" Became an important issue that both public and private organization executives paid great attention because of the sustainable operation of the organization's survival. Products or services are evaluated and verified whether or not the quality or response to and satisfying customers or people or not. Quality is a symbol of trust that customers give and also build a reputation for the organization. Quality is a symbol of trust that customers give and also build a reputation for the organization. Quality competition to create acceptance at the national and international level. Makes the term quality assurance to be used extensively, such as product quality assurance, educational quality assurance, etc. But the organization should do to achieve the quality of the operation, especially the service quality of the organization Finding answers by studying relevant concepts and theories and opinions of qualified scholars is one way that is used to improve the quality of service. For this article, the author studied the concepts and theories related to "Competency of the worker" and "Service quality of the organization" and from the research results that the researcher and faculty have studied with the objective of research on ideas See the performance of the operator on the competency of the operator in the core competency, managerial competency and functional competency. What is the relationship and influence of the service quality of the organization.

Keywords: Human resource management, Worker performance, Service quality of the organization

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Introduction

Rapid economic, social, political and technological changes As a result, organizations need to develop operational strategies that can create competitive advantages in manufacturing, finance, marketing, human resource management and so on. To be effective, especially in the quality of the service of the organization to satisfy customers or the public. The organization is well-known and widely accepted.

Many scholars have said that the quality of service is that activity must be able to meet the needs for customer satisfaction. (Stanton, 1981: 441) and creating satisfaction that satisfies the needs of physical customers such as locations, people, tools, communication, brand and price (Kotler, 2000: 464-468). While providing services should take into account important principles including Consistency with the needs of most individuals, consistency, equality, economics and convenience etc. (Rhodes, 1997) The guidelines for creating satisfaction in providing services are equal services, on-time service, adequate services, continuous service and advanced services or improving quality and efficiency. (Millet, 1954: 13-15) In addition, providing quality services should continuously listen to suggestions from clients. Build trust, trust by following the contract or as proposed. Variety of service styles, improved by taking into account the benefits of the client. (Holfmen & Bateson, 2006)

Based on the concept of service quality presented above, the author sees that the quality of service provided by the organization will be substantial. There are two important factors involved: technology factors Because of the fact that the organization has used modern technology tools to provide services, whether on-line connection system, Facebook, Line, social network and others, allowing customers to quickly access the service. From doing business, e-commerce systems and delivery of widely used delivery products. If any organization uses technology to provide services, customers will be satisfied and feel that the service is fast and quality. The second factor is the human resource factor because personnel or employees are directly involved in the service of the organization, whether it is qualifications Knowledge Necessary skills such as Effective communication negotiation, Good personality and others In order to impress customers, human resource management, ranging from recruiting, developing, maintaining good employees and being able to stay with the organization for a long time, therefore is an important process.

Human resource management in organizations with the goal of providing quality services begins with the provision of human resources. Determination of important qualifications of workers in the selection process Performance evaluation Human Resource Development At present, the tools that

are called competency or the ability of a person are used as indicators because people with competencies that match the job position will make that person perform more successfully than those who do not have that capability. Therefore, many scholars have said that the performance of the practitioner means the individuality that is the basis of the individual which contributes to predicting good performance and includes motives, skills (traits), ideas of Self–concepts, attitude, cognitive or behavior skills that can be measured That makes each person successful in different work (McClelland, 1973: 1–24) and competencies are applied to each job analysis to bring the results to improve the ability of the person that will result in better performance. Competency is a technical tool (technical tool) that is used in human resource management. (Burgoyne, 1993) to prepare personnel to be ready for work and personal development to have professional performance. (Bowden and Masters, 1993)

Therefore, when considering the summary of competencies means knowledge Skills and behaviors required for a job position for performance classification, can be divided into three categories. The first category is the core competency, which means knowledge, skills, attitudes, beliefs and habits of the organization's employees. If employees have this type of ability, they will help and support the organization to achieve its vision. This type of competency is determined by the vision, mission, goals, principles or strategies of the organization. The second type of performance is managerial competency, which means knowledge, management competencies such as planning, organization management, guidance and control etc. Personnel, whether executives or employees, should have management capabilities. In order to accomplish the goal, in addition to important skills such as teamwork Communication, creative leadership Solving problems and making effective decisions The third type of competency is functional competency, which means knowledge, ability in the job that comes from the knowledge, skills and characteristics of that particular position. Advertisers should have competencies to create creative ideas. The salesperson should have the ability to negotiate. The manager should have the ability to work as a team, etc. (Mclagan, 1997: 40–47, Aphon Phuvithiphan, 2004)

Therefore, the performance of the practitioner is very important to the operation of the organization to achieve the goals according to the specified strategy and if the organization with quality service goals, in addition to bringing technology to help support the operation, then the performance of the operator is also important that the organization administrators need to know which performance is associated with the quality of the service of the organization much less. To lead to the development of the performance of the operator to match with the position and responsibility.

How to provide quality service to the organization

From studying the concept of service quality as mentioned above, knowing that the service quality of the organization consists of providing equal services, providing on-time service, providing adequate services, continuing service As well as providing advanced services .Therefore, in order to confirm this idea, the author therefore conducted research on the performance of the worker and the service quality of the organization. The results of data analysis from the respondents regarding the service quality of the organization have the following results.

Research results on service quality

Service quality	$\overline{X}$	**S.D**	**Level** **Comments**
1. Equal services	4.07	0.634	Much
2. On-time service delivery	3.97	0.612	Much
3. Providing adequate service	3.91	0.710	Much
4. Ongoing service	3.91	0.657	Much
5. Advance service	3.90	0.768	Much
All average	3.95	0.676	Much

Source: Phatthanapong & Jearrajinda (2018)

From the table of research results on service quality, showing that the service that affects the quality of service of the organization is the most. Equal service provision, on-time service, continuous service and progressive service respectively. When considering the details of providing services equally, the organization gives priority to service with willingness, empathy. The service system is in accordance with the steps before – after, being transparent and providing services equally.

Second order, on-time service the organization should have a clear service process. Service personnel have the ability to solve problems and provide advice. The service is accurate and fast. There are equipment and tools to support modern services and search for the service period that is suitable for each type of service, etc. The third order has the same average score, providing sufficient service and continuous service. Therefore, providing sufficient services, the organization should pay attention to the number of staff or service equipment. Environment, premises and other facilities while

providing continuous service, focusing on providing the services of the organization, communicating, publicizing and providing accurate information and evaluating and monitoring service results, etc. The last step of the service Pages include developing and improving services to be more efficient. Listening to users' opinions, developing and training the service providers and bringing technology to help modernize and speed up services. But the quality of the service of the organization will occur according to the guidelines mentioned above. Personnel or employees in that organization. Must have knowledge, ability, skills that are appropriate for the service, especially how the behavior should be done. Therefore is the source of the study of the competency of the worker that the person should have for the next position.

Relationship of worker performance and service quality of the organization

Personnel or employees are human resources in organizations that are important to the management of the organization to the specified goals. Organizations that have quality service goals by adopting modern technology to support service provision, but still cannot achieve the goal of hundred percent. These organizations then came to consider again that there are still factors that affect the success of the target and found that the performance of the operator is a factor that is related to the quality of the service of the organization and from the study found. That the performance of the worker can be divided 3 types of core competencies, management performance and performance according to the position.

Based on research on the performance of the practitioner and service quality of the organization base on the respondents' information about the performance of the worker and which competencies are related to the service quality of the organization. The results of the research are as follows.

Research results on performance

Working performance	$\overline{X}$	**S.D**	**Level Comments**
Core Competency	4.10	0.442	Much
Managerial Competency	4.12	0.437	Much
Functional Competency	4.16	0.442	Much
All average	4.13	0.440	Much

Source: Phatthanapong & Jearrajinda (2018)

From the research results table about the performance of the practitioner shows that the performance of the practitioner that affects the quality of service of the organization is the highest, according to the job position. Therefore, organizations that want to provide quality services Therefore, there should be a policy to recruit employees and staff development to be competent according to the job position. The workers should have the knowledge, skills and skills suitable for the job position. Responsibility for one's own goals and agencies can plan and evaluate their own work regularly Information technology skills Good communication daring to express opinions and self–development for higher performance. The performance of the second order worker is the core competency of the practitioner. Knowledge and understanding about vision, mission, goals, policies, organizational structure and responsible work Ability to use creativity in work Communication skills Effective problem solving, decision making, systematic prioritization, etc. The attitude of the workers should be proud of the organization. With love and commitment to the organization and feel part of making our organization grow and grow further in personality. The worker must be responsible for the work assigned.

Able to work well with others and have a good personality Emotional Intelligence (EQ) The worker must be able to take advantage of the common benefits rather than personal benefits. Able to control emotions properly listen to others Solve problems well and have the reason for the performance of the final worker, including Management performance Operators should be able to analyze and plan the work. The decision to solve the problem correctly. Evaluation for improvement and development teamwork and communication coordinate with relevant and efficient people.

From the above information the performance of the practitioner is very important in driving the work to achieve the goal. According to the specified period but considering the relationship between the performance of the operator and the service quality the research results are as follows

The research results on the relationship between the various competencies of the workers and the quality of service to the organization

Variable Working performance	Number	Service quality of the organization	
		r_{xy}	p-value
Core Competency	400	0.535^{**}	0.000
Managerial Competency	400	0.360^{**}	0.000
Functional Competency	400	0.480^{**}	0.000

From the research table on the relationship between various competencies of workers and service quality to the organization show that the service of the organization that needs quality with the core competencies of the workers have the most positive relationship (r = 0.535), meaning that the practitioner has knowledge. Understanding of vision organization goals and strategies responsible for their duties and goals and the body having communication skills, decision making, problem solving correctly and reasonably. Have a positive attitude towards the organization with love and commitment to the organization, good personality, emotional ability Accept to listen to the opinions of others and use creativity in the work, etc., which, as mentioned above, if the worker has much the quality of service will only increase.

Second, performance according to the position of the worker has a positive relationship with the service quality of the organization (r = 0.480) means that if the worker has knowledge. The ability to match the position of responsibility with specific skills needed, such as using information technology, Good communication, Courage to express opinions, Evaluation for self-improvement and further work Therefore, if the worker has the capacity according to the job position the quality of the service of the organization will be very large. The last order is the management competencies of the workers have a positive relationship with the service quality (r = 0.360). This means that if the operator has the ability to analyze and plan the work. Decision making to solve problems, teamwork Coordination with related parties have leadership and can be motivated to accomplish tasks as

specified goals, etc. If the worker has a lot of management capabilities the quality of service of the organization is very high.

Based on the results of the research, it was found that the performance of the workers in all 3 areas, namely core competencies, job-based competencies and management competencies. There is a positive relationship with the quality of service of the organization. And to ensure confidence in those variables, the author conducted a test using multiple regression analysis statistics, which appeared to be more than the performance variables of the 3 operators, influencing or describing the dependent variable, the service quality of the organization. Can explain the quality of service best Core Competencies of Operators Followed by job performance and management performance respectively. So the author sees that Organizations, whether public or private, who want quality service should focus on the performance of the workers in various fields, especially staff recruitment and staff development to be competent according to the position with management capabilities and core competencies of practitioners with knowledge and understanding of strategic policies. Organization goals inevitably causing the operator to continue to create works to meet the organization's quality of service goals.

Human resource management Service quality of the organization

From the study and the results of the research, it was found that the competencies of the workers were related to and influenced the service quality of the organization. Organization improved Therefore, the author considers that the performance of the practitioner will not only be a matter of the worker, but what the organization administrator will do and who is involved. Some related especially human resource management in various activities how to support the performance of the worker.

Therefore, the author considers that firstly, the organization should formulate a clear policy on the quality of service of the organization. By applying service principles that create satisfaction of users, equitable service provision, continuous service provision, on-time service, sufficient service, continuous service and advanced services, etc., and communication for workers to know and understand the goals of the organization including the use of technology to support the operation to be more modern and faster

In on-line and social network systems in coordination between operators and users. For ease of operation and access to services and help increase service channels etc. Second, human resource management to increase the quality of service of the organization. Starting from recruiting personnel

as the first priority in selecting people to match with the job position should determine the qualifications and performance of workers to clear knowledge, abilities, skills, personality, attitude and emotional ability (EQ) which is absolutely necessary for personnel who need to work to provide quality service. In order to evaluate the selection is accurate and reliable later activities include Human Resource Development. The organization should have a policy and personnel development plan regularly. Whether it is training, seminars or scholarships to give the practitioner more knowledge, ability and new skills, problem solving skills and team work. Resulting in higher performance create opportunities for advancement in duties. Morale Service with willingness and empathy the end result of the service quality of the organization is improved.

In addition, organizations should create incentives for workers both monetary and non-money. Because of increasing the performance of the worker we can't deny that salary various compensation If not enough for living expenses or lower than other organizations. The organization is unable to maintain high-performance personnel. While motivating without spending money, such as accepting admiration, giving a shield or a certificate of excellent performance or otherwise will result in the workers having morale and encouraging the work standards. The last issue, the author sees that the performance of each worker in addition to the position should match. The management or supervisor will know what the subordinates have. How much and still need to add that performance. It is necessary to have an evaluation of performance and can be used to improve because competencies (competency) will help KPIs (Keys Performance Indicators) to be achieved and can be used to improve from this, if the organization has a resource management. Human beings in various activities effectively the author believes that the quality of the service of the organization will be even better.

Conclusion

Service quality of the organization is an important goal for all organizations, both public and private. From studying the concept of service quality, including equal service, on-time service, adequate service, continuous service and advanced services, etc. With the research results of the author operator's performance and service quality of the organization to know that.

The performance of various practitioners, including core competencies, management competencies, job competencies have relationships and influence on the quality of service of the organization. Because if the practitioner has higher performance, the quality of service of the organization will be improved. Therefore, the author has proposed guidelines for enhancing the performance of the worker. Firstly, the organization should formulate a clear policy on the quality of

service of the organization. Including the use of technology and communication in the social network system to support the service and coordination between service providers and service recipients. Second, human resource management from recruitment to obtain personnel with knowledge, skills, and skills to match the job position. Human resource development with various techniques in order to increase the performance of the worker. Third, should encourage morale by motivating with salary, wage, and compensation, both monetary and non–monetary. Finally, the development of the competency of the practitioner is very important. The performance evaluation must be performed using KPIs as a measure and the results are improved. The author believes that if any organization improves the performance of the operation, it will also increase the service quality.

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