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# Accelerating the Quality of Public Services Through the Strategic Role of Training and the Implementation of New Public Management in the Era of Bureacratic Reform

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ABSTRACT

Service quality is an important indicator in evaluating the success of public service delivery. The Department of Food Security, Agriculture, and Fisheries of Banjarmasin City is required to provide high-quality public services despite facing limitations in human resources across several work units. Nevertheless, the results of the 2025 Community Satisfaction Index (CSI) indicate that the quality of services provided falls within the good to very good category. This condition suggests that the organization has been able to manage its resources effectively through employee competency development and the implementation of New Public Management principles. This study aims to analyze the influence of training and New Public Management on service quality, both partially and simultaneously. This study employed a quantitative research approach involving 77 respondents selected using a saturated sampling technique. Data were collected through questionnaires that had met the validity and reliability requirements. The collected data were analyzed using multiple linear regression with the assistance of the Statistical Package for the Social Sciences (SPSS). The findings reveal that training has a positive and significant effect on service quality. Likewise, New Public Management also has a positive and significant effect on service quality. Simultaneously, both independent variables explain 80.4% of the variance in service quality, while the remaining 19.6% is influenced by other factors outside the research model. These findings indicate that continuous employee training and the effective implementation of New Public Management principles play a crucial role in improving the quality of public services

## 1. Introduction

The increasingly dynamic development of public administration requires government institutions to continuously improve organizational performance while delivering high-quality public services. As public service providers, government institutions are expected to perform their duties and functions effectively, efficiently, and professionally. The success of public service delivery is highly dependent on the quality of human resources within the organization. Employees who possess adequate competencies, skills, and knowledge are better equipped to perform their duties effectively and provide services that meet public expectations.

Service quality has become one of the primary indicators for assessing the performance of public sector organizations in fulfilling community needs. According to Kolter & Armstrong (2020), service quality refers to the overall characteristics of a service that determine its ability to satisfy the needs and expectations of service users. Therefore, improving service quality

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cannot be separated from organizational efforts to enhance employee competencies, as employees are the primary actors in public service delivery. One strategy to improve employee competence is through training. According to Dessler (2020), training is a learning process designed to equip employees with the knowledge and skills necessary to perform their jobs effectively. In the public sector, competency development is also an integral part of the merit system as stipulated in the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 19 of 2025 concerning the Implementation of the Merit System in Civil Service Management. Through well-planned and continuous training programs, employees are expected to enhance their professionalism and deliver higher-quality services to the public.

In addition to training, service quality can also be improved through the implementation of the New Public Management (NPM) approach. Introduced by Hood (1991), this concept emphasizes the adoption of modern management principles in public sector organizations, including efficiency, effectiveness, results orientation, and measurable performance evaluation. Similarly, Osborne & Gaebler (1992), through their concept of Reinventing Government, argue that public organizations should adopt entrepreneurial principles to become more innovative, responsive, and citizen-oriented. Therefore, implementing New Public Management is expected to strengthen organizational accountability while improving the quality of public services. The Department of Food Security, Agriculture, and Fisheries of Banjarmasin City is one of the regional government agencies responsible for providing services in the fields of food security, agriculture, and fisheries. In carrying out its responsibilities, the agency continues to face limitations in human resources. Based on the 2026 job mapping data, the number of available employees has not fully met staffing requirements in several work units. This situation has the potential to affect workload distribution, task allocation, and the overall effectiveness of organizational programs. Despite these limitations, the Department has consistently demonstrated good service performance. According to the 2025 Community Satisfaction Survey, the Community Satisfaction Index (CSI) reached 90.21 in the first semester and 86.03 in the second semester, both of which fall into the good to very good category. Furthermore, the Regional Technical Implementation Unit (UPTD) for the Fish Landing Center achieved CSI scores of 97.86 and 96.64 in the first and second semesters, respectively. These achievements indicate that high service quality has been maintained despite human resource constraints. This condition suggests that effective organizational management, supported by employee competency development and the implementation of New Public Management principles, has enabled the agency to sustain high-quality public services.

Previous studies have examined the influence of training and New Public Management on organizational performance and public service quality. However, research investigating the simultaneous influence of these two variables on service quality within regional government agencies, particularly at the Department of Food Security, Agriculture, and Fisheries of Banjarmasin City, remains limited. Therefore, this study aims to analyze the influence of training and New Public Management on service quality at the Department of Food Security, Agriculture, and Fisheries of Banjarmasin City.

## 2. Literature Review

Training is an essential component of human resource development that plays a significant role in enhancing employees' competencies, enabling them to perform their duties effectively and adapt to changes in the work environment. Through training, employees acquire the knowledge, skills, and abilities necessary to support job performance in accordance with organizational requirements. According to Dessler (2020), training is a learning process designed to equip employees with the skills required to perform their jobs effectively.

Meanwhile, Hasibuan (2020), defines training as an organizational effort to improve employees' technical, theoretical, conceptual, and moral capabilities so that they can perform their duties in accordance with established standards. Based on these definitions, training is intended not only to improve employees' work performance but also to support the achievement of organizational goals.

In this study, the training variable is measured using five indicators: training materials, training methods, instructors, training participants, and training evaluation. Several previous studies have demonstrated that training plays a crucial role in improving service quality. Agustiani & Fauziya (2023) found that training had a positive effect on the service quality of healthcare personnel at the Kartini Mother and Child Hospital in Padalarang, West Bandung Regency. Their findings indicate that competency development through training enhances healthcare personnel's ability to provide better services to the community. Similarly, Carmiasih & Fitriaty (2023) reported that employee training had a positive and significant effect on service quality in the Muara Jambi Cultural Heritage Area. Their study further revealed that organizational commitment acted as a mediating variable, strengthening the relationship between training and service quality. These findings suggest that well-designed and effectively implemented training programs can enhance employee competencies while simultaneously supporting the delivery of high-quality public services. New Public Management (NPM) is an approach to public administration that emphasizes the application of modern management principles to improve the performance of public sector organizations. This approach focuses on achieving efficiency, effectiveness, accountability, and improved public service quality through more professional organizational management. According to Hood (1991), New Public Management is a public administration paradigm that emphasizes results-oriented management, clear performance measurement, efficient resource utilization, and continuous improvement of public service quality. This perspective is supported by Osborne & Gaebler (1992), who argue that public sector organizations should adopt entrepreneurial government principles in order to become more innovative, responsive, and adaptable to the evolving needs of society. Consequently, the implementation of New Public Management is expected to promote more effective governance and stronger organizational performance.

In this study, the New Public Management variable is measured using the following indicators: professional management, clear performance standards and measures, output control, disaggregation of organizational units, competition within the public sector, adoption of private-sector management practices, and discipline in resource utilization. Previous studies have shown that the implementation of New Public Management (NPM) principles contributes significantly to improving public service quality. Supawanhar et al., (2024), through a Systematic Literature Review, concluded that the implementation of New Public Management enhances organizational efficiency, professionalism, and responsiveness in the public sector, ultimately leading to improved service quality for the community. These findings are supported by Edward et al., (2024), who found that the application of New Public Management principles, particularly efficiency, effectiveness, and results orientation, significantly improves both organizational performance and public service quality. Collectively, these studies suggest that public sector organizations adopting New Public Management principles tend to be more adaptive, accountable, and responsive to the needs and expectations of the public.

Service quality refers to an organization's ability to provide services that satisfy the needs and expectations of service users. The evaluation of service quality is based not only on the outcomes received by the public but also on the service delivery process itself. According to Kolter & Armstrong (2020), service quality is defined as the overall characteristics of a service that determine its ability to meet customer needs and expectations. Therefore, service quality serves as one of the most important indicators for evaluating whether an organization is capable of delivering effective, efficient, and satisfactory public services.

To measure service quality, Kolter & Armstrong (2020) adopted the SERVQUAL dimensions developed by Parasuraman, Zeithaml, and Berry. This model consists of five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. These dimensions are used to assess the extent to which the services provided fulfill users' needs and expectations. The better an organization performs on these dimensions, the higher the perceived service quality experienced by the public. Previous studies have also emphasized the importance of service quality in enhancing public satisfaction. Aprilianti et al., (2025) found that service quality, employee performance, and employee competence have a positive effect on public satisfaction at the Krakahan Village Office. Their findings indicate that the higher the quality of services provided, the greater the level of satisfaction experienced by service users. Likewise, Alfiani et al., (2025) reported that service quality, measured using the SERVQUAL approach, has a significant influence on public satisfaction. The study identified tangibles, reliability, responsiveness, assurance, and empathy as the key dimensions shaping public perceptions of service quality. These findings further support the use of the SERVQUAL dimensions as indicators for measuring service quality in the present study.

## 3. Research Methods

This study was conducted at the Department of Food Security, Agriculture, and Fisheries of Banjarmasin City. A quantitative research approach was employed to examine the influence of training and New Public Management on service quality. The independent variables in this study were training ($X_1$) and New Public Management ($X_2$), while the dependent variable was service quality (Y). The study population consisted of all 77 employees of the Department of Food Security, Agriculture, and Fisheries of Banjarmasin City. Since the population size was relatively small, a saturated sampling technique (census sampling) was employed, in which all members of the population were included as research respondents. Data were collected through a structured questionnaire using a five-point Likert scale, ranging from strongly disagree to strongly agree. In addition, observation and documentation techniques were employed to obtain supporting information related to the research object. The collected data were analyzed using multiple linear regression analysis with the assistance of the Statistical Package for the Social Sciences (SPSS) software. Prior to hypothesis testing, the research instrument was evaluated through validity and reliability tests to ensure its adequacy and consistency. Furthermore, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were performed to verify that the regression model satisfied the underlying statistical assumptions. Hypothesis testing was subsequently conducted using the t-test to examine the partial effect of each independent variable on service quality, the F-test to determine the simultaneous effect of the independent variables on service quality, and the coefficient of determination ($R^2$) to assess the extent to which the independent variables explained the variation in the dependent variable, Prima Jaya (2025).

## 4. Results And Discussion

### Result

A validity test was conducted to determine whether each questionnaire item was appropriate for measuring the research variables, namely training, New Public Management, and service quality. The validity test was performed by comparing the calculated correlation coefficient (r-calculated) with the critical value of the correlation coefficient (r-table = 0.3061) at a 5% significance level, using data from 30 respondents in the pilot test.

**Table 1 Validity Test Results**

| Statement | Correlation | Reject Measuring | Mark | Information |
|---|---|---|---|---|
| **Training Variable (X1)** | | | | |
| P1 | 0,697 | > | 0,3061 | Valid |
| P2 | 0,601 | > | 0,3061 | Valid |
| P3 | 0,608 | > | 0,3061 | Valid |
| P4 | 0,645 | > | 0,3061 | Valid |
| P5 | 0,599 | > | 0,3061 | Valid |
| P6 | 0,643 | > | 0,3061 | Valid |
| P7 | 0,784 | > | 0,3061 | Valid |
| P8 | 0,670 | > | 0,3061 | Valid |
| P9 | 0,831 | > | 0,3061 | Valid |
| P10 | 0,657 | > | 0,3061 | Valid |
| P11 | 0,576 | > | 0,3061 | Valid |
| P12 | 0,850 | > | 0,3061 | Valid |
| P13 | 0,639 | > | 0,3061 | Valid |
| P14 | 0,743 | > | 0,3061 | Valid |
| P15 | 0,759 | > | 0,3061 | Valid |
| ***New Public Management* Variable (X2)** | | | | |
| P16 | 0,629 | > | 0,3061 | Valid |
| P17 | 0,717 | > | 0,3061 | Valid |
| P18 | 0,553 | > | 0,3061 | Valid |
| P19 | 0,641 | > | 0,3061 | Valid |
| P20 | 0,771 | > | 0,3061 | Valid |
| P21 | 0,508 | > | 0,3061 | Valid |
| P22 | 0,616 | > | 0,3061 | Valid |
| P23 | 0,683 | > | 0,3061 | Valid |
| P24 | 0,617 | > | 0,3061 | Valid |
| P25 | 0,661 | > | 0,3061 | Valid |
| P26 | 0,560 | > | 0,3061 | Valid |
| P27 | 0,791 | > | 0,3061 | Valid |
| P28 | 0,727 | > | 0,3061 | Valid |
| P29 | 0,615 | > | 0,3061 | Valid |
| **Service Quality Variable (Y)** | | | | |
| P30 | 0,767 | > | 0,3061 | Valid |
| P31 | 0,460 | > | 0,3061 | Valid |
| P32 | 0,615 | > | 0,3061 | Valid |
| P33 | 0,655 | > | 0,3061 | Valid |
| P34 | 0,619 | > | 0,3061 | Valid |
| P35 | 0,739 | > | 0,3061 | Valid |
| P36 | 0,812 | > | 0,3061 | Valid |
| P37 | 0,704 | > | 0,3061 | Valid |
| P38 | 0,735 | > | 0,3061 | Valid |
| P39 | 0,498 | > | 0,3061 | Valid |
| P40 | 0,689 | > | 0,3061 | Valid |
| P41 | 0,494 | > | 0,3061 | Valid |
| P42 | 0,460 | > | 0,3061 | Valid |
| P43 | 0,623 | > | 0,3061 | Valid |
| P44 | 0,575 | > | 0,3061 | Valid |

Source: Processed Data (2026)

The validity test results indicate that all questionnaire items for the training, New Public Management, and service quality variables have r-calculated values greater than the r-table value (0.3061). Therefore, all questionnaire items are considered valid and appropriate for measuring the variables examined in this study.

A reliability test was subsequently conducted to evaluate the internal consistency of the research instrument using Cronbach's Alpha. An instrument is considered reliable when the Cronbach's Alpha coefficient exceeds 0.60. The results show that the training variable achieved a Cronbach's Alpha value of 0.920, the New Public Management variable 0.892, and the service quality variable 0.891. Since all values exceed the minimum acceptable threshold of 0.60, the research instrument is considered highly reliable and suitable for data collection.

Prior to conducting the regression analysis, classical assumption tests were performed to ensure that the regression model met the required statistical assumptions. These tests included the normality test, multicollinearity test, and heteroscedasticity test.

The normality test results are presented in Figure 1.

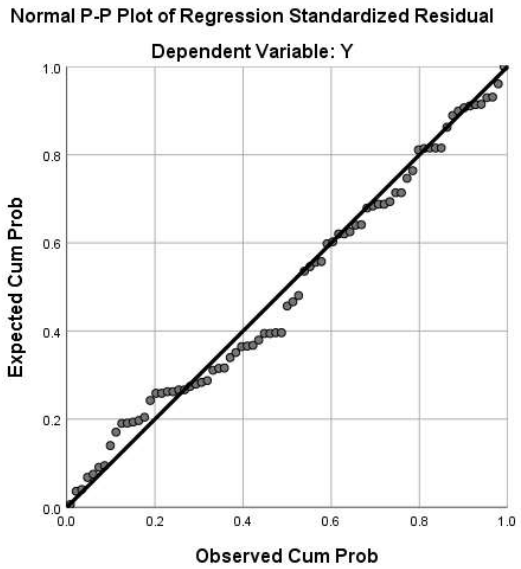



**Figure 1 Normal P–P Plot of Standardized Residuals**

*Source: Processed Data (2026)*

Based on the Normal P–P Plot of Standardized Residuals, the data points are distributed closely around the diagonal line and follow its direction. This indicates that the residuals are normally distributed, suggesting that the regression model satisfies the assumption of normality.

The multicollinearity test results are presented in Table 2

**Table 2 Multicollinearity Test Results**

| Variable | Tolerance | VIP | Conclusion |
|---|---|---|---|
| Training (X1) | 0,244 | 4,103 | No Multicollinearity |
| *New Public Management* (X2) | 0,244 | 4,103 | No Multicollinearity |

Source: Processed Data (2026)

The results indicate that both independent variables have Tolerance values greater than 0.10 and *Variance Inflation Factor* (VIF) values below 10. Specifically, the tolerance value for each variable is 0.244, while the VIF value is 4.103. These findings confirm that no

multicollinearity exists among the independent variables, indicating that the regression model is appropriate for further analysis.
The heteroscedasticity test results are presented in Figure 2

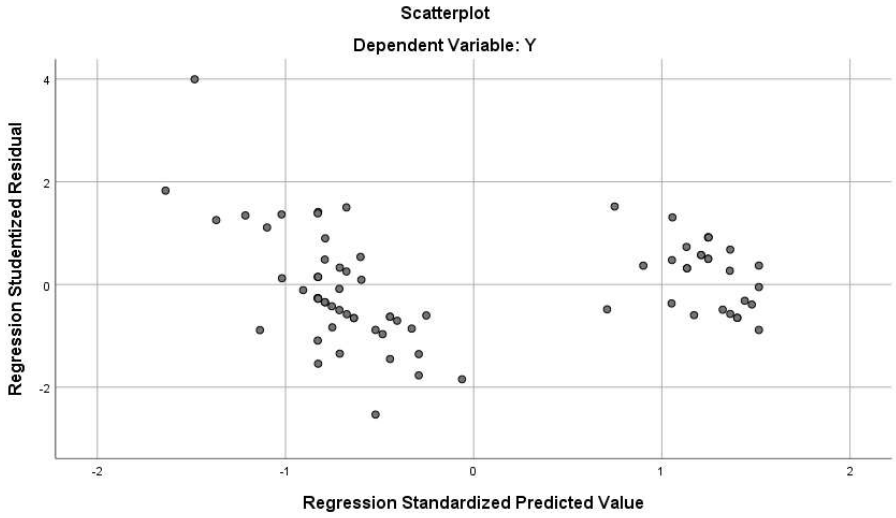



**Figure 2 Scatterplot of Heteroscedasticity Test**
Source: Processed Data (2026)

Based on the scatterplot, the residual points are randomly dispersed above and below the zero line on the Y-axis without forming any specific pattern. Therefore, it can be concluded that heteroscedasticity is not present, indicating that the regression model satisfies the homoscedasticity assumption and is appropriate for subsequent statistical analysis.

Linear Regression Analysis and Hypothesis Testing

The Effect of Training on Service Quality

The relationship between training and service quality at the Department of Food Security, Agriculture, and Fisheries of Banjarmasin City is illustrated in Figure 3

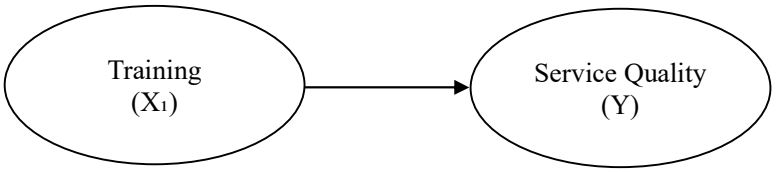



**Figure 3 Research Model of the Effect of Training ($X_1$) on Service Quality (Y)**

Statistical Results
$Y = \alpha + \beta_1 X_1 + e_i$
$Y = 8{,}966 + 0{,}867$
$S = 0{,}879$
$R = 0{,}879$
$R^2 = 0{,}773$
$t\text{-}_{value} = 15{,}989$
$t\text{-}_{table} = 1{,}99$

The analysis revealed a correlation coefficient (R) of 0.879, indicating a very strong positive relationship between training and service quality. This finding suggests that better implementation of employee training is associated with higher service quality. Furthermore, the calculated t-value (15.989) exceeds the critical t-value (1.992), with a significance value of 0.000 (< 0.05). Therefore, training has a positive and statistically significant effect on service quality. The coefficient of determination ($R^2$) is 0.773, indicating that 77.3% of the variation in service quality can be explained by the training variable, while the remaining 22.7% is attributable to other factors outside the scope of this study.

The Effect of New Public Management on Service Quality

The relationship between New Public Management (NPM) and service quality is presented in Figure 4

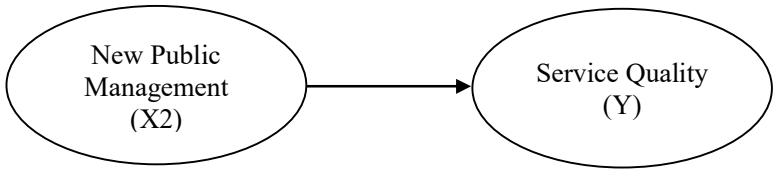



**Figure 4 Research Model of the Effect of New Public Management ($X_2$) on Service Quality (Y)**

Statistical Results
$Y = \alpha + \beta_2 X_2 + e_i$
Y = 10,263 + 0,907
S = 0,851
R = 0,851
$R^2$ = 0,725
$t\text{-}_{value}$ = 14,048
$t\text{-}_{table}$ = 1,99

The results demonstrate a correlation coefficient (R) of 0.851, indicating a very strong positive relationship between New Public Management and service quality. This implies that more effective implementation of New Public Management principles contributes to improved public service quality. The calculated t-value (14.048) is greater than the critical t-value (1.992), with a significance level of 0.000 (< 0.05). Therefore, New Public Management has a positive and statistically significant effect on service quality. The coefficient of determination ($R^2$) is 0.725, meaning that 72.5% of the variation in service quality is explained by the implementation of New Public Management, while 27.5% is explained by other variables not included in the research model.

The Simultaneous Effect of Training and New Public Management on Service Quality

The simultaneous relationship between training and New Public Management on service quality is illustrated in Figure 5.

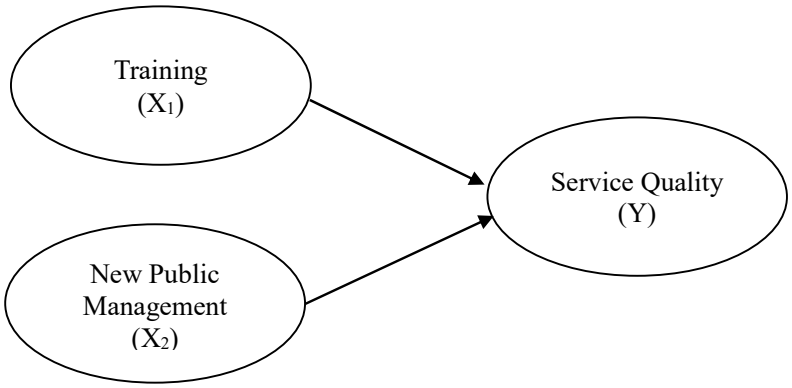



**Figure 5 Research Model of the Simultaneous Effect of Training ($X_1$) and New Public Management ($X_2$) on Service Quality (Y)**

Statistical Results
$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e_i$
Y = 5,764 + 0,562 + 0,379
S = 0,570 0,355
R = 0,897
$R^2$ = 0,804
$F\text{-}_{hitung}$ = 151,699
$F\text{-}_{tabel}$ = 3,12

The correlation coefficient (R) of 0.897 indicates a very strong positive relationship between training and New Public Management when considered simultaneously in explaining service quality. This finding suggests that continuous employee training supported by effective implementation of New Public Management principles substantially improves organizational service quality. The calculated F-value (151.699) is substantially higher than the critical F-value (3.12), indicating that the regression model is statistically significant. Accordingly, training and New Public Management simultaneously have a positive and significant effect on service quality. The coefficient of determination ($R^2$) of 0.804 indicates that the two independent variables jointly explain 80.4% of the variation in service quality, while the remaining 19.6% is explained by other variables beyond the scope of this research.

Hypothesis Testing
Based on the results of the multiple linear regression analysis, the hypothesis testing results are summarized in Table 3

**Table 3 Summary of Hypothesis Testing Results**

| No | Hypothesis | $r_2$ | $T_{value}$ | $T_{table}$ | Result |
|---|---|---|---|---|---|
| 1 | Training ➔ Service Quality | 0.773 | 15.989 | 1.992 | Sig |
| 2 | New Public Management ➔ Service Quality | 0.725 | 14.048 | 1.992 | Sig |
| 3 | Training, New Public Management ➔ Service Quality | 0.804 | 151.699 | 3.12 | Sig |

Source: Processed Data (2026)

The hypothesis testing results indicate the following:

Hypothesis $H_1$) Is accepted, indicating that training has a positive and statistically significant effect on service quality, contributing 77.3% to the variation in service quality. These findings suggest that improving employee competencies through training significantly enhances service quality at the Department of Food Security, Agriculture, and Fisheries of Banjarmasin City.

Hypothesis $H_2$ Is accepted, indicating that New Public Management has a positive and statistically significant effect on service quality, contributing 72.5% to the variation in service quality. This finding demonstrates that the implementation of New Public Management principles—including results orientation, efficiency, effectiveness, and performance measurement—significantly improves the quality of public services.

Hypothesis$H_3$ is accepted, indicating that training and New Public Management simultaneously have a positive and statistically significant effect on service quality, explaining 80.4% of the variation in the dependent variable. This result demonstrates that strengthening employee competencies through continuous training, together with effective implementation of New Public Management principles, provides a substantial contribution to improving public service quality.

**Discussion**

Accelerating the Quality of Public Services Through the Strategic Role of Training and the Implementation of New Public Management in the Era of Bureacratic Reform.docx", the training variable is proven to have a positive and significant partial effect on service quality. This is indicated by the correlation coefficient (R) of 0.879, which signifies a very strong positive relationship, as well as the calculated t-value (15.989) being substantially larger than the critical t-table (1.992). Theoretically, training is a learning process designed to equip employees with the knowledge and skills necessary to perform their jobs effectively, as affirmed by Dessler (2020). This competency development makes employees more prepared and professional in providing services that meet public expectations, meaning that the effective implementation of training accounts for 77.3% of the improvement in service quality.

The New Public Management (NPM) variable also has a positive and significant partial effect on service quality. Statistical results show a correlation coefficient (R) of 0.851 with a calculated t-value (14.048) exceeding the t-table (1.992), demonstrating that the implementation of NPM contributes 72.5% to the variation in service quality. This significance aligns with the theory proposed by Hood (1991) and the concept of *Reinventing Government* by Osborne & Gaebler (1992), which emphasize that the adoption of modern management principles, efficiency, effectiveness, and results orientation will make public sector organizations more innovative and responsive to citizens' needs. The application of these principles ensures clear performance standards and operational discipline, thereby making public organizations more accountable and tangibly improving the quality of public services.

Simultaneously, the training and New Public Management variables are proven to jointly have a very strong, positive, and significant effect on the quality of public services. This is evidenced by the multiple correlation coefficient (R) of 0.897 and the calculated F-value (151.699), which substantially exceeds the F-table (3.12), indicating that these two independent variables together explain 80.4% of the variance in service quality. Theoretically, this condition indicates that effective organizational management requires absolute synergy; improvements in operational governance through NPM will not be maximized unless supported by superior human resources through continuous training. It is this strategic combination of continuous employee competency development and the application of results-oriented public management

that enables the institution to maintain high-quality public services despite facing human resource constraints.

## 5. Conclusion And Suggestion

Based on the results of the analysis and discussion, it can be concluded that training and New Public Management have positive and statistically significant effects, both individually and simultaneously, on service quality at the Department of Food Security, Agriculture, and Fisheries of Banjarmasin City. Overall, service quality at the Department is strongly influenced by the organization's ability to enhance employee competencies through training. Therefore, the agency should continue implementing training programs that are aligned with job requirements to improve employees' knowledge, skills, and competencies, thereby supporting continuous improvements in public service quality. The implementation of New Public Management principles has also been proven to improve service quality. Accordingly, the agency should continue strengthening results-oriented management, operational efficiency, accountability, and performance measurement to maintain high-quality public services despite existing human resource constraints. Regular evaluation of both training programs and the implementation of New Public Management should be conducted to ensure their effectiveness. The evaluation results may serve as a basis for developing organizational policies and strategic initiatives aimed at continuously improving service quality, enabling the organization to deliver services that are increasingly responsive, professional, and aligned with public expectations.

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