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The Influence of Human Resource Quantity on Service Quality

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ABSTRACT

Globalization and the development of information technology require government agencies to improve public services as a whole so that people expect satisfactory service according to their rights as citizens. This study aims to analyze the influence of the quantity of human resources on the quality of service at the Tamalanrea District Office, Makassar City. The method used is a quantitative approach with data collection techniques in the form of questionnaire distribution, observation, and documentation. The study population was 59 employees with a sample of 51 respondents based on the Krejcie and Morgan tables. The data was analyzed using descriptive and inferential statistics processed with the help of SPSS and Microsoft Excel software. The findings of this study reveal that (1) the quantity of human resources is in the sufficient category, (2) the quality of service is in the good category, and (3) there is a significant influence between the quantity of human resources on the quality of service with a significance value of 0.000 with a Pearson Product Moment correlation of 0.525, which shows a moderate relationship (relative relation) between the quantity of human resources and the quality of service. The t-test results, with a magnitude of 4.315 greater than $t_{count} > t_{table}$ 2.010, validate this finding, leading to its acceptance. The hypothesis indicates a significant influence between the quantity of human resources and the quality of service. The magnitude of the influence only reached 27.5% based on the value of the determination coefficient (R^2), while the rest was influenced by other factors that were not specifically explained in this study.

Keywords: Human Resource, Quantity, Service Quality

INTRODUCTION

Service to the community functions as a crucial element in effective government practices and is the main indicator in assessing the extent of citizens' satisfaction with the performance of bureaucratic agencies. "The development of current community conditions requires a government capable of addressing various needs across all aspects of life, particularly in delivering optimal services to the public." (Akib et al., 2024; Darwis et al., 2024; Selmiani et al., 2024). Companies and governments must adapt to global market dynamics and ensure that the services provided can compete effectively at the international level. However, despite increasing community demands, service delivery practices have not shown significant improvement. (Putri et al., 2025; Riska et al., 2024; Saleh et al., 2024)

By Law Number 25 of 2009 Concerning Public Services , "public services must meet high quality standards and satisfy the needs of the community". Therefore, service providers are required to continue to innovate and improve service quality to remain competitive. This statement emphasizes that the quality of service has a significant impact on public perception.

To become a quality company, three critical strategic resources are needed, namely, resources in the form of capital, resources that come from humans, and resources that come from various sources of information (Arhas et al., 2021; Nasrullah et al., 2024; Suprianto & Arhas, 2022). Of the three strategic ones, almost all leaders of large and modern companies now admit that the most difficult to obtain and manage are human resources that have the right qualities that are

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suitable for the company's needs". This shows that human resources play a major role in supporting the company's success in the service sector.

The availability of adequate human resources is the key to ensuring the smooth and effective implementation of services. (Tanjung & Tarigan, 2021) state that "when an organization does not have sufficient human resources to drive its activities, then it cannot run well". Thus, the availability of a sufficient number of employees and having appropriate competencies will have a direct influence on the performance of public services that are more optimal and oriented towards community satisfaction.

Several previous studies have shown a relationship between human resources and service quality. An adequate number of human resources not only has a direct impact on community satisfaction through improving service quality but also builds a conducive environment for employees to provide their best services (Jamaluddin et al., 2022; Mashenene & Kumburu, 2023; Wu, 2022). In both studies, the results measured quality variables more but did not pay attention to the quantity of human resources with service quality. An adequate quantity of human resources is important in ensuring the smooth implementation of tasks and service functions, so this study discusses an analysis that reviews aspects of labor quantity and the quality of services provided.

In Tamalanrea District, as a government unit in Makassar City tasked with providing various administrative services to the community, several obstacles were found, such as job vacancies and workload imbalances among employees. This has an impact on the length of the service process, as well as the decrease in community satisfaction with the performance of the subdistrict. This condition shows the need for further studies related to the existence and distribution of the existing workforce. This issue shows the need for an in-depth study of the quantity of human resources and their influence on the quality of services. This research is important to provide a real picture of how the condition of human resources affects the course of public services at the sub-district level.

The issue of human resources and service quality at the Tamalanrea District Office is a shared responsibility. By understanding the influence of the quantity of human resources on service quality, it is hoped that targeted and planned efforts can be made to improve the quality of services at the Tamalanrea District Office so that the community can feel the benefits directly.

The purpose of this study is to find out (1) the quantity of available human resources, (2) the quality of services provided, and (3) the influence of the quantity of human resources on the quality of services. Based on relevant problems and theories, the hypothesis of this research is that there is a significant influence between the quantity of human resources and the quality of services at the Tamalanrea District Office, Makassar City.

METHOD

This research raises the topic of "The Influence of Human Resource Quantity on Service Quality at the Tamalanrea District Office, Makassar City", with a quantitative approach and a bivariate research design. This method aims to determine and measure the influence between the two variables studied. The data collection process is carried out through a series of instruments that have been systematically arranged, then analyzed by quantitative methods using adequate statistical tools, both to obtain data descriptions and to test predetermined hypotheses. The location of this research is at the Tamalanrea District Office, which is administratively located on Jalan Perintis Kemerdekaan KM. 11, Makassar City, South Sulawesi.

There are two variables analyzed in this study. The independent variable (X) is the quantity of human resources, while the dependent variable (Y) is the quality of service. The research design used is quantitative descriptive, which aims to map the influence between the two variables through numerical and statistical approaches. The population used as the object of the research includes all employees working at the Tamalanrea District Office, with a total of 59 people. The determination of the number of samples was carried out based on the Krejcie and

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Morgan tables, with an error rate of 5%, so that as many as 51 people, as respondents, represented the population proportionally. Although the population consisted of 59 employees from different units, a homogeneity test was performed to ensure that the distribution of responses did not vary significantly across functional departments (Sig. = 0.382 > 0.05). Therefore, the population was considered homogeneous enough for generalization at the institutional level.

To support the validity and accuracy of the data, a data collection method consisting of questionnaires, field observations, and administrative documentation is used. The data obtained from the respondents were then analyzed with the help of statistical software such as SPSS and Microsoft Excel. The validity test is used to assess the extent to which the question items on the instrument are able to reflect the theoretical construct being measured, while reliability is used to ensure the stability of the measurement results under consistent conditions. Data analysis is carried out in stages, starting with descriptive analysis to display the distribution of frequencies, percentages, and middle values. To explore the relationship between variables statistically, inferential analysis is applied through data normality tests, Pearson product moment correlation, hypothesis testing, and simple linear regression analysis.

RESULT AND DISCUSSION

Human Resources Quantity

The measurement of the variable quantity of human resources (X) is carried out by considering two indicators, namely the number of employees and the ratio of employees. In total, 5 respondents filled out 13 questions on the questionnaire using a 5-point scale, while 51 respondents participated in the study. After the data collected is valid and reliable, a descriptive analysis is carried out to assess the maximum, minimum, average, middle value, and Std deviation. The following table presents the descriptive results for the variable representing the quantity of human resources.

Table 1: Results of Descriptive Analysis of Variable X

N	Valid	51
Mean		54
Median		53
Mode		52
Standard deviation		5.769494
Minimum		41
Maximum		65

Source: SPSS Data Processing V. 27

The results of data processing by providing a questionnaire on the variable quantity of human resources with a minimum value of 41, a maximum value of 65, and an average value of 54, and then determining the scale of the variable category, can be seen in the following table 2:

Table 2: Scale Category Variable X

Interval	Frequency	Percentage	Category
41-45	3	6%	Very bad
46-50	11	22%	Bad
51-55	17	33%	Enough
56-60	9	18%	Good
61-65	11	22%	Excellent
Sum	51	100%	

Source: Excel data processing results 2025.

Based on the results of descriptive data processing for the variable quantity of human resources in Table 1, an average value of 54 was found. The majority of respondents' answers fell

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within the range of 51-55, which is categorized as "sufficient" and represents 33% based on the indicators of employee numbers and ratios. These results indicate that the number of employees and the suitability of the workload at the Tamalanrea District office are close to the ideal proportion, although there are still inequalities in the distribution of tasks and vacancies in positions that have not been addressed.

1. Number of Employees

Services can help improve efficiency and quality services to the community. In the context of public organizations, the adequate number of employees is not only a matter of administrative arithmetic but also reflects the extent to which the institution has a real capacity to respond to the increasingly complex and dynamic expectations of public services. The ideal number of employees theoretically allows the formation of a proportional work structure, an even division of tasks, and a continuous work rhythm in carrying out basic and functional service functions. On the other hand, inequality between workload and personnel capacity will lead to systemic consequences such as service delays, low productivity, and potential psychological fatigue among employees, which will have an impact on the decline in the quality of public services. (Sutrisno, 2023) emphasizing that of the three types of strategic resources that modern organizations have—capital, humans, and information—people are the most difficult elements to manage because they require a match between individual qualities and organizational needs. In this framework, the number of employees cannot be seen as just a quantity, but as part of the organization's structural strategy in meeting the burden of community services.

The Tamalanrea District Office indicated that statistically the number of employees was in the "sufficient" category, but the results of field observations revealed distribution dynamics that were not fully efficient. Some strategic structural positions are known to be vacant for a long time, prompting other employees to concurrently perform functions outside of their main job description. This phenomenon not only increases the workload of certain individuals but also opens up inefficiencies in the execution of public services because the bureaucratic process becomes dependent on personnel who do not fully have the authority or competence in these additional tasks. Within the framework of the theory put forward by Sutrisno (2023), this phenomenon indicates the failure of the organization to adjust the number and distribution of the workforce to the complexity of the work being handled. Therefore, although the quantity of employees appears to be sufficient in numbers, the substance and quality of the placement of these resources does not necessarily reflect the readiness of the institution in carrying out optimal services.

2. Employee Ratio

Often overlooked in the structural analysis of a public service organization, the employee-to-workload ratio is an important indicator. Even when the number of employees appears nominally adequate, it doesn't guarantee a balance in daily task implementation, especially if workload distribution isn't adjusted to the actual capacity and service volume in each unit. A disproportionate ratio, either due to excess or lack of manpower in certain units, can cause service bottlenecks, increased waiting times, and low public satisfaction with the services provided. Mahawati et al. (2021) states that the adjustment of the number of employees to the actual workload is the foundation in creating stable and sustainable work productivity; Too few employees will cause overwork and stress, while excess employees can create bureaucratic inefficiencies. Thus, the ideal ratio is not just a matter of numbers, but the result of a data-driven managerial approach in designing labor needs.

Research conducted at the Tamalanrea District Office indicates that, despite the overall employee ratio being categorized as "good," there remains an unequal distribution of workload among different units. Some employees are required to manage administrative tasks that should be handled by other vacant positions, while other units face a shortage of technical roles necessary for the direct service process. This condition reinforces the importance of applying

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periodic workload analysis to evaluate whether employee placement is in line with current operational needs. In line with the view (Mahawati et al., 2021), a healthy ratio is a condition in which the labor capacity is available in quantities that correspond to the complexity and volume of tasks, rather than simply being fulfilled based on a standard organizational structure. Therefore, a dynamic, not static, ratio evaluation mechanism is needed to ensure that every employee works within the limits of fairness and work productivity is evenly distributed.

Quality of Service

The measurement of service quality variables (Y) is carried out by considering 6 indicators, namely reliability, responsiveness, assurance, empathy, and tangibility. Data was obtained from a questionnaire filled out by 51 respondents with 14 question items using 5 scales, and then a descriptive analysis was carried out to assess the maximum, minimum, average, middle value, and Std deviation. The following are the descriptive results of the service quality variables seen in Table 3:

Table 3: Results of Descriptive Analysis for Variable Y

N	Valid	51
Mean		64
Median		65
Mode		69
Standard deviation		6.853652
Minimum		46
Maximum		70

Source: SPSS Data Processing V. 27

The results of data processing by providing a questionnaire on the service quality variable with a minimum score of 46, a maximum score of 70, and an average score of 64, and then determining the scale of the variable category can be seen in the following table:

Table 4: Scale Category Variable Y

Interval	Frequency	Percentage	Category
41-45	3	6%	Very bad
46-50	11	22%	Bad
51-55	17	33%	Enough
56-60	9	18%	Good
61-65	11	22%	Excellent
Sum	51	100%	

Source: Excel data processing results 2025

In the service quality variable, the average score obtained was 6. This range leads to a "good" classification, with the majority of respondents' answers being in the 61-65 interval. This shows that public perception of service quality is well implemented based on the indicators of reliability, responsiveness, assurance, empathy, and tangibility. This fact shows that even though the quantity of labor is not perfect, the work system and individual loyalty in carrying out their duties are able to maintain the quality of service remains stable.

1. Reliability

Reliability in public services is a crucial indicator that describes the extent to which government agencies are able to provide services that are consistent, timely, and free from procedural errors. In the context of administrative services in government offices, reliability is not only measured through the completion of tasks according to deadlines but also involves the accuracy of procedures, the suitability of the information provided, and the ability of employees

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to anticipate the needs of the community systematically. Syam (2020) emphasized that reliability is the main dimension in building a positive public perception of the performance of government services, because it reflects the professionalism of the bureaucracy in enforcing the service standards that have been set. When the reliability of services is not supported by a sufficient number of human resources, the potential for delays, administrative errors, and even uncertainty in the service process becomes even greater. Therefore, the quality of reliability is highly dependent on the adequacy of a workforce that has a deep understanding of work procedures and a proportionate division of tasks among existing units.

Based on the findings at the Tamalanrea District Office, the quality of service in terms of reliability is being evaluated. This achievement is tied to the number of human resources that determine the institution's work capacity, but it's generally considered "very good." Some employees interviewed revealed that the implementation of services often requires them to work beyond their main duties due to job vacancies and uneven distribution of workloads. This situation shows that, while reliability can be maintained in the short term through employee dedication, the sustainability of performance still requires systemic support in the form of a proportionate workforce ratio and employee placement that is appropriate to the workload. As explained by Syam (2020), reliability is not just a momentary achievement, but an accumulation of a structured work system, an adequate workforce, and a uniform procedural understanding at all levels of the organization. Therefore, the increase in reliability In public services, it must be carried out simultaneously with an evaluation of the quantity of employees, so that the speed, accuracy, and completeness of services can be maintained consistently without causing work fatigue that negatively affects the quality of service in the long term.

2. Responsiveness

Responsiveness In public service, it refers to the speed and accuracy of service providers in responding to the needs, requests, and complaints of the community directly and solutionally. Responsiveness is not only understood in terms of technical speed or response time but also in the context of institutional sensitivity to evolving social dynamics and the ability to adapt service processes to the needs of diverse service users. (Rahmawati & Widiyarta, 2024) emphasizes that responsiveness It is a form of real commitment from service providers in presenting a service system that is adaptive, flexible, and oriented towards user satisfaction. In the government service environment such as sub-districts, this dimension is very important considering the needs of the community which are often urgent and require quick handling. When an institution fails to show Responsiveness, so not only service time is affected, but also negative perceptions of the credibility and empathy of government agencies.

Furthermore, responsiveness It is also closely related to aspects of personal and institutional competence in managing information systems, bureaucratic flows, and coordination between units in a responsive manner. Employees who have good interpersonal skills, understand the workflow in detail, and are able to improvise according to the field situation, are the backbone in strengthening this indicator. In view (Rahmawati & Widiyarta, 2024)quality responsiveness It is not solely determined by rigid procedures, but by the extent to which the organization is able to guarantee that any public request does not experience bureaucratic stagnation. Thus, responsiveness cannot be separated from the integration between the speed of action and the precision of the substance of the response given. A systemic and not just reactive response will create a satisfying service experience, and in the long run build the institution's image as a progressive and participatory public entity.

3. Insurance

Insurance As an indicator of service quality, it is related to the extent to which employees can provide a guarantee of certainty, security, and trust to the community during the service process. This aspect includes technical skills, professional attitudes, and ways of interacting that foster a positive perception of the service provider institution. (Handayani, 2016) affirms that

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insurance In public service, it includes the dimensions of competence, politeness, and credibility of the apparatus in building a sense of psychological security to the community. If employees do not show guarantees through reliable attitudes and information, then the public will experience uncertainty and feel doubtful about the quality and integrity of the services provided.

In practice, insurance It can be seen from how employees explain service procedures in detail and not confusing, as well as from their firmness in answering public questions without a trivial or ambiguous tone. The sense of security that is cultivated comes not only from the physical environment of the office, but also from the inner peace felt by the community because the services provided by competent and committed officials. In line with theory (Handayani, 2016), when the dimensions insurance If it goes well, the community will more easily accept the results of the service, even if the results are not always in accordance with initial expectations. Therefore, building insurance It is not only a matter of institutional imagery, but a long-term investment in forming public trust in the legitimacy and professionalism of government institutions.

4. Empathy

Empathy in public service emphasizes the importance of personal attention and emotional involvement of employees to the specific conditions and needs of the community served. This aspect is not solely about friendliness in speech, but reflects the willingness of the apparatus to understand the social and psychological context of the service users, as well as to treat them humanely in every administrative interaction. (Khusna, 2017) emphasizing that empathy has a strategic position in improving the quality of public services because it allows for a positive emotional bond between the community and the government, which has an impact on increasing the legitimacy and image of the institution in the eyes of citizens.

In the reality of bureaucracy, empathy is often the most difficult aspect to measure but the most perceived. Even when services operate according to procedures, a lack of empathy can create a rigid transactional impression. Therefore, as conveyed Khusna (2017), public organizations need to instill a culture of empathy in job training and recruitment systems, so that service interactions are not trapped in a dry and formalistic pattern of vertical relationships. Employees who have empathy tend to be more responsive, patient in listening to complaints, and willing to find solutions that take into account each citizen's unique circumstances. In the long run, an empathetic approach to service will result in a higher level of satisfaction and create a harmonious relationship between society and the state.

5. Tangible

Dimension Tangible In public service, it refers to physical aspects that can be seen and felt directly by the community, such as service facilities, cleanliness of the office environment, employee appearance, and completeness of work support facilities. In the world of intangible services, such as public administration, the existence of tangible aspects is a visual symbol of the quality of the services offered by agencies. (Valentine et al., 2023) Emphasizing that people's perception of service quality is often shaped first by the physical appearance they encounter, ranging from the condition of the waiting room, the availability of equipment, to visual friendliness such as clear information boards and a neat queue system. If the service space seems shabby, overcrowded, and unfriendly to vulnerable groups, then a negative perception of the entire service system can arise even before the interaction process begins. Therefore, public service providers need to treat the Tangible not as a complement, but as a reflection of the professionalism and readiness of the institution in providing quality services.

Tangible It also has an important role in shaping a conducive psychological atmosphere for both the community and employees. A well-organized workspace, modern and functional facilities, and a neat appearance of employees in accordance with bureaucratic ethics will build an atmosphere of efficient and appreciative service. (Valentine et al., 2023) stating that public institutions that invest resources to improve tangible aspects consistently experience increased

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user satisfaction, as people feel treated professionally from the early stages of interaction. In the context of the sub-district office, this means that the arrangement of service spaces, the use of information technology, and the attitude of employees in maintaining appearance are an inseparable part of the perception of quality. Therefore, in the framework of public service reform, strengthening tangible aspects must be designed as an institutional visual communication strategy that reflects efficiency, modernity, and commitment to excellent service.

The Influence of Human Resource Quantity on Service Quality

To determine the distribution of data, to follow the normal distribution pattern or not a normality test is carried out so that the results of the statistical test used become more accurate and valid. In making decisions, the normality test criteria are used, if the significant value is greater than 0.05, the data is considered to be normally distributed as seen in table 5:

Table 5: Normality Test Results

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			51
Normal Parameters[a,b]	Mean		.0000000
	Standard deviation		5.83424809
Most Extreme Differences	Absolute		.082
	Positive		.057
	Negative		-.082
Test Statistic			.082
Asymp. Sig. (2-tailed)[c]			.200d
Monte Carlo Sig. (2-tailed)[e]	Sig.		.510
	99% Confidence Interval	Lower Bound	.497
		Upper Bound	.523

Source: SPSS V. 27 data processing

In table.5, it shows that the data is normally distributed, with *an Asymp value. Sig* is 0.200 > 0.05 so that it can be concluded that the data of the variables X and Y meet the assumption of normality. Furthermore, correlation analysis was used to measure how strong the relationship between the quantity of human resources and the quality of service in the Tamalanrea District Office, Makassar City. The following table displays the correlation analysis results:

Table 6: Product Moment Correlation Test Results

Correlations

		HR quantity	**Quality of Service**
Human Resources Quantity	Pearson Correlation	1	.525**
	Sig. (2-tailed)		.000
	N	51	51
Quality of Service	Pearson Correlation	.525**	1
	Sig. (2-tailed)	.000	
	N	51	51

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS V. 27 data processing

Based on table 6, it can be seen that the *Pearson correlation value* is 0.525 and significant at 0.000. This means that there is a moderate/moderate influence *(relative relation)*.and significant between the two variables. This is because the r-value is 0.525 being at the medium level and the value $r_{count} > r_{table}$ (0.525 > 0.271). Thus, it is accepted and rejected, There is a significant

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influence between the quantity of human resources on the quality of service at the Tamalanrea District Office, Makassar City. In the perspective of New Public Management (NPM), human resources should be viewed not merely in terms of quantity but through the lens of efficiency and productivity. Human Capital Efficiency (HCE) theory suggests that maximizing employee performance requires optimizing both the number and capability of staff. Therefore, increasing staff numbers without parallel improvements in skills or workflow design may not yield proportional service quality gains. To further test the relationship, an analysis was carried out to understand how the H_a *and* H_0 quantity of human resources (independent variables) affects the quality of services (dependent variables). The results of these tests can be seen in the following table 7:

Table 7: Hypothesis Test Results

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1 (Constant)	29.632	7.904		3.749	.000
Human Resources Quantity	.623	.144	.525	4.315	.000
a. Dependent Variable: Quality of Service					

Source: SPSS V. 27 data processing

Based on the results of the analysis in table 7, the significance value of the quantity of human resources is 0.000 > 0.05 and t_{count} t_{table} : > (4,315 > 2,010), it is concluded that the accepted hypothesis has an influence between the quantity of human resources on the quality of service at the Tamalanrea District Office, Makassar City. To further understand the extent of this influence, a simple linear regression analysis was performed, the results of which are presented in the following Table 8:

Table 8: Determinant Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525a	.275	.261	5.893
a. Predictors: (Constant), Quantity of Human Resources				
b. Dependent Variable: Quality of Service				

Source: SPSS V. 27 data processing

As reflected in table 8, the value of the determination coefficient (R2) of 0.275 indicates that the quantity of human resources contributes 27.5% to the service quality variable and the other 72.5% is influenced by other variables.

The quantity of human resources only explains 27.5% of the variation in service quality, according to the coefficient of determination (R = 0.275). Other determinants like employee competence, digital infrastructure, and organizational culture influence the remaining 72.5%.

The quantity of human resources in a public service agency plays a vital role in determining the smooth and successful process of services provided to the community. When the number of employees is at a sufficient level, the distribution of workload can be carried out more evenly, so that each work unit has enough capacity to carry out its duties without excessive burden. The results of this study show that the quantity of human resources in the Tamalanrea District Office is in the "adequate" category, which means that quantitatively the available workforce is still able to meet the basic needs of services. However, even if the number is

sufficient, work effectiveness may still suffer without a proportionate distribution of tasks and the filling of vacant structural positions.

Statistical analysis revealed a significant relationship between the quantity of human resources and service quality, with a contribution of 27.5%. This means that almost a third of the variation in service quality can be explained by the factor of the number of available employees. This indicates that the existence of an adequate workforce is not only related to administrative aspects, but also has an impact on the speed, accuracy, and consistency of public services. However, these findings also point out the importance of paying attention to other factors that also determine service quality, such as employee competence, work culture, and a structured service management system.

The compatibility between the quantity and quality of human resources has long been considered one of the main foundations in the effective administration of bureaucracy. As affirmed by (Tanjung & Tarigan, 2021), an organization cannot run optimally if it does not have enough manpower to move all its functions. At the Tamalanrea District Office, it is necessary to periodically evaluate human resource needs based on the actual workload analysis, so that imbalances that have the potential to hinder services can be overcome immediately. Thus, the influence of the quantity of human resources on service quality will be more optimal if supported by adaptive resource management and based on real needs in the field.

CONCLUSION

Based on the results of the research that has been presented, it can be concluded that the quantity of human resources in the Tamalanrea District Office is quite sufficient, both in terms of number and work ratio, although there are still vacancies and inequality in the workload between units. On the other hand, the quality of service is in the good category, as reflected in the high scores on the indicators of reliability, responsiveness, assurance, empathy, and tangibles. These empirical findings show that the quantity of human resources has a significant influence on the quality of services, with a contribution value of 27.5% as shown in the results of linear regression analysis.

The suggestions that can be submitted include: first, it is necessary to rearrange the distribution of employees to create a more balanced and efficient workload; Second, filling vacant positions needs to be prioritized so as not to burden other employees; Third, there needs to be continuous training for all employees to maintain performance and improve professionalism in service. It is hoped that by strengthening the quantity of human resources and improving the internal system, the quality of service at the Tamalanrea District Office will continue to experience significant and sustainable improvements. This study contributes to the understanding of how quantitative aspects of human resources affect service quality in local government institutions. However, the results also highlight that workforce quantity alone does not ensure service excellence. Future studies should include variables such as human capital efficiency, digital service systems, and organizational culture to explain the remaining variance in service performance.

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