

ANALYSIS OF TRAINING AND DEVELOPMENT FUNCTIONS IN IMPROVING PUBLIC SERVICE EFFECTIVENESS AT THE OFFICE OF THE NORTH GUNUNGSITOLI DISTRICT

By

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ABSTRACT

Employee training and development is a crucial function in human resource management that directly contributes to improving the quality of public services. At the Gunungsitoli Utara Sub-district Office, public services are at the forefront of government-community interactions, making employee competency crucial to service effectiveness. However, initial observations indicate that training and development activities at the office are limited and not systematically designed, potentially compromising service quality. This study aims to analyze the implementation of employee training and development and its impact on the effectiveness of public services at the Gunungsitoli Utara Sub-district Office. The method used is descriptive qualitative through interviews, observations, and documentation studies. The results show that training has been implemented through city and sub-district government programs, but still faces obstacles such as limited time, budget, materials that do not fully meet needs, and a lack of post-training evaluation. As a result, employee competency improvement is not optimal, so that public services are still hampered by speed, affordability, and public satisfaction. It is concluded that training needs to be designed more systematically, based on needs, supported by adequate resources, and equipped with continuous evaluation.

Keywords: Training, Employee Development, Public Services, District, North Gunungsitoli.

ANALISIS FUNGSI PELATIHAN DAN PENGEMBANGAN DALAM MENINGKATKAN EFEKTIVITAS PELAYANAN PUBLIK DI KANTOR CAMAT GUNUNGSITOLI UTARA

ABSTRAK

Pelatihan dan pengembangan pegawai merupakan salah satu fungsi penting dalam manajemen sumber daya manusia yang berperan langsung terhadap peningkatan kualitas pelayanan publik. Di Kantor Camat Gunungsitoli Utara, pelayanan publik menjadi garda terdepan interaksi pemerintah dengan masyarakat, sehingga kompetensi pegawai sangat menentukan efektivitas pelayanan. Namun, hasil observasi awal menunjukkan bahwa kegiatan pelatihan dan pengembangan di kantor tersebut masih terbatas dan belum dirancang secara sistematis, sehingga berpotensi menurunkan kualitas layanan. Penelitian ini bertujuan menganalisis pelaksanaan pelatihan dan pengembangan pegawai serta dampaknya terhadap efektivitas pelayanan publik di Kantor Camat Gunungsitoli Utara. Metode yang digunakan adalah deskriptif kualitatif melalui wawancara, observasi, dan studi dokumentasi. Hasil penelitian menunjukkan pelatihan telah dilaksanakan melalui program pemerintah kota maupun kecamatan, namun masih menghadapi kendala berupa keterbatasan waktu, anggaran, materi yang belum sepenuhnya sesuai kebutuhan, dan kurangnya evaluasi pasca pelatihan.

Dampaknya, peningkatan kompetensi pegawai belum optimal sehingga pelayanan publik masih terkendala kecepatan, keterjangkauan, dan kepuasan masyarakat. Disimpulkan bahwa pelatihan perlu dirancang lebih sistematis, berbasis kebutuhan, didukung sumber daya memadai, dan dilengkapi evaluasi berkelanjutan.

Kata Kunci: *Pelatihan, Pengembangan Pegawai, Pelayanan Publik, Kecamatan, Gunungsitoli Utara.*

INTRODUCTION

Public service is one of the primary functions of government in fulfilling the basic needs of the community and realizing social welfare. Along with the demands of bureaucratic reform and increasing public expectations for fast, transparent, and accountable services, the effectiveness of public services has become an important indicator of the success of public sector organizations. Law Number 25 of 2009 concerning Public Services affirms that public service is an activity that fulfills the service needs of every citizen for goods, services, and/or administrative services provided by public service providers. The effectiveness of public services is greatly influenced by the quality of human resources (HR) as service providers. According to Hasibuan (2016), human resource management is the science and art of managing the relationships and roles of the workforce so that they can work effectively and efficiently in achieving organizational goals. In the context of public organizations, civil servants play not only an administrative role but also a strategic actor that determines the quality of interactions between the government and the public.

One of the important functions of human resource management is employee training and development. Mathis and Jackson (2019) state that training is a systematic process to improve employees' knowledge, skills, and attitudes so they can perform their jobs effectively, while development focuses on employee readiness to face future job demands. Training and development are viewed as organizational investments that play a direct role in improving individual and organizational performance (Mangkunegara, 2009). Training and development play a strategic role in improving the effectiveness of public services. Employees with strong technical, conceptual, and service-oriented competencies will be able to provide faster, more responsive, and procedurally compliant services. Research by Sophia et al. (2025) shows that training significantly improves employee performance, but its effectiveness is largely determined by the suitability of training materials to job requirements and the availability of supporting facilities and infrastructure. Without systematic, needs-based training planning, employee

competency improvement tends to be suboptimal.

The effectiveness of public services can be measured through various indicators, including service quality, public satisfaction, resource efficiency, service time, affordability, and legal and procedural certainty (Sutrisno, 2022; Mulyani, 2022). Zeithaml, Parasuraman, and Berry (in Ratminto & Winarsih, 2020) emphasize that service quality is influenced by reliability, responsiveness, assurance, empathy, and tangibles. All of these indicators are highly dependent on the capacity and professionalism of the service providers. The Gunungsitoli Utara Sub-district Office is a sub-district-level public service unit that serves as the frontline of the local government in providing administrative services to the public. Based on initial observations, the implementation of employee training and development at the Gunungsitoli Utara Sub-district Office remains limited in terms of quantity, material coverage, and systematic planning. Training programs tend to be routine and not fully based on a training needs analysis, resulting in suboptimal impacts on improving employee competency and the effectiveness of public services. These conditions have implications for the persistence of various service issues, such as relatively slow service processes, limited technology utilization, and suboptimal public satisfaction. Therefore, this study is crucial to analyze the role of employee training and development in improving the effectiveness of public services at the Gunungsitoli Utara Sub-district Office, thereby providing theoretical and practical contributions to human resource management in the public sector.

LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is a strategic aspect of an organization that functions to manage people as its primary asset to achieve organizational goals effectively and efficiently. Hasibuan (2021) defines HRM as the science and art of regulating the relationships and roles of the workforce to effectively and efficiently help achieve the goals of the organization, employees, and society. Similarly, Kasmir (2016) states that HRM encompasses the processes of planning, recruitment, selection, training, development, compensation, and termination of employment. In the context of public organizations, HR plays a broader role because it is oriented not only toward achieving organizational goals but also toward the interests of the public as service users. Handoko (2017) emphasized that HR encompasses the recruitment, selection, development,

maintenance, and utilization of human resources to achieve individual and organizational goals. Therefore, the quality of HR management will significantly determine the success of public services.

Human Resource Management Functions

The HRM function encompasses various interrelated activities in employee management. Hasibuan (2021) states that HRM functions include planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, and termination. Among these functions, human resource development through training is a key function in improving employee competence and performance. Hamali (2019) emphasized that human resource development aims to improve employees' technical, conceptual, and moral skills through continuous education and training. In public organizations, the development function plays a crucial role in creating a professional apparatus that is adaptable to policy changes and capable of providing quality services to the public.

Employee Training and Development

Training and development are integral parts of the development function in HR. Mangkunegara (2009) explains that training is a short-term educational process that uses systematic and organized procedures to improve employees' technical knowledge and skills, while development is a long-term educational process that focuses on improving employees' conceptual and theoretical abilities. Wibowo (2007) stated that training and development are important organizational investments because they directly impact employee performance. Sutrisno (2009) added that human resource development aims to prepare individuals to assume greater responsibilities in the future. Therefore, training and development are not only oriented towards current job needs but also towards employee readiness to face future organizational challenges.

Objectives and Indicators of Training and Development

The objectives of training and development include improving work productivity, work quality, the accuracy of HR planning, and preparing employees for organizational development (Mangkunegara, 2009). Simamora (in Hartatik, 2014) emphasizes that training aims to improve employee performance, update skills in line with technological developments, and prepare employees for promotion and career development. Training and development indicators include the availability of planned training programs, employee participation, the relevance of training materials to job needs, and evaluation of training outcomes (Hasibuan, 2016). Mangkunegara

(2009) added that training effectiveness is also determined by training methods that are appropriate to the characteristics of the participants and the follow-up in the form of implementing training outcomes in the workplace.

Public service

Public service is any form of service provided by the government to the public to meet their needs for goods, services, and administrative services. Mursyidah and Choiriyah (2020) define service as a series of activities that occur routinely and continuously within an organization. Rachman (2021) emphasizes that public service involves interactions between service providers and recipients aimed at achieving public satisfaction. Public services can be provided verbally, in writing, or through actions (Mursyidah & Choiriyah, 2020). Regardless of the form of service used, the primary goal of public service is to meet the needs of the community in a fair, transparent, and accountable manner, in accordance with statutory provisions.

Effectiveness of Public Services

The effectiveness of public services indicates the extent to which services meet public needs and expectations. Sutrisno (2022) states that public service effectiveness can be measured through service quality, public satisfaction, resource efficiency, service time, affordability, and legal and procedural certainty. Mulyani (2022) adds that service time and affordability are important factors in assessing public service effectiveness. Effective service quality is greatly influenced by the competence of staff, the completeness of infrastructure, and a supportive service system. Therefore, employee training and development are key factors in improving the effectiveness of public services, particularly at the sub-district level.

RESEARCH METHODS

This study uses a qualitative descriptive method with the aim of describing and understanding in depth the implementation of employee training and development functions to improve the effectiveness of public services at the Gunungsitoli Utara Sub-district Office. Qualitative descriptive research seeks to present facts and phenomena systematically, factually, and accurately, reflecting actual conditions on the ground (Sugiyono, 2020). The approach used is a phenomenological one, which emphasizes understanding the subjective experiences and perceptions of informants regarding the phenomena being studied. This approach allows researchers to explore the meaning of the implementation of human resource management

functions, particularly training and development, from the perspective of both the apparatus and the community using the services (Koyan, 2022).

The research was conducted at the Gunungsitoli Utara Sub-district Office, Gunungsitoli City, North Sumatra Province. Research informants were selected purposively, consisting of the Sub-district Head, Sub-district Secretary, sub-district employees, village heads, and community representatives, who were deemed to have knowledge and experience relevant to the research focus (Moleong, 2021). Data collection techniques included in-depth interviews, observation, and documentation. Interviews were used to gather information related to training implementation and the quality of public services, observations were conducted to directly observe the service process, and documentation was used to supplement the data in the form of archives and supporting documents (Sugiyono, 2019; Creswell, 2018).

Data analysis was conducted using the Miles and Huberman model, which includes data reduction, data presentation, and conclusion drawing. These stages were carried out continuously to gain a comprehensive understanding and produce conclusions relevant to the research objectives (Sugiyono, 2020).

RESULTS AND DISCUSSION

Research result

Implementation of Employee Training and Development

The research results show that employee training and development at the Gunungsitoli Utara Sub-district Office has been implemented, both through programs facilitated by the Gunungsitoli City Government and internal sub-district initiatives. The training programs generally focus on improving public service administration competency and the use of information technology. However, training implementation remains limited and not fully systematic. Training planning is not based on a structured training needs analysis, so the training materials provided are not fully aligned with the specific needs of each employee. Furthermore, not all employees receive equal training opportunities according to their field of work. Post-training evaluations are also still conducted simply through direct observation and internal meetings, without measurable performance indicators.

Public Service Conditions

Public services at the Gunungsitoli Utara Sub-district Office generally operate in accordance with

established procedures and regulations. Staff are friendly and service-oriented. In terms of service quality, the majority of the public rated it as quite good, particularly in terms of staff demeanor and clarity of procedures.

However, service effectiveness still faces several challenges, including limited infrastructure, internet network disruptions, and limited staff during certain service hours. Service times tend to be longer on days with high traffic, impacting public satisfaction. Furthermore, the lack of a structured public satisfaction survey has resulted in suboptimal service evaluation.

Training and Development Constraints

The main obstacles to implementing employee training and development include budget constraints, scheduling conflicts with public service delivery, overly general training materials, and minimal post-training evaluation and follow-up. These conditions mean that training outcomes have not fully impacted employee competency and the overall effectiveness of public services.

Discussion

Research findings indicate that employee training and development at the Gunungsitoli Utara Sub-district Office is not optimal in supporting effective public services. This aligns with Mangkunegara's (2009) assertion that training will be effective if it is systematically designed, relevant to job needs, and accompanied by ongoing evaluation. Without needs-based planning, training tends to be administrative in nature and has little impact on improving performance. The results of this study also reinforce Hasibuan's (2016) view that human resource development is a strategic function within HRM that plays a direct role in improving employee performance quality. Limited training opportunities and unequal employee participation result in uneven development of staff competency, impacting the quality and speed of public services.

From a public service perspective, research findings support the theory of service quality proposed by Zeithaml, Parasuraman, and Berry (in Ratminto & Winarsih, 2020), which emphasizes the importance of responsiveness, reliability, and empathy among officials. Limited technical competence of employees and inadequate infrastructure support impact service times and public satisfaction. Furthermore, the results of this study align with those of Sophia et al. (2025), who stated that training significantly impacts employee performance, but its effectiveness is largely determined by the suitability of the training material to job needs and organizational support. Without clear post-training evaluation, knowledge transfer from training to on-the-job

practice is less than optimal.

Therefore, employee training and development at the Gunungsitoli Utara Sub-district Office needs to be directed towards a more strategic approach through training needs analysis, equitable distribution of training opportunities, and strengthening post-training evaluations. These efforts are expected to sustainably improve staff competency and ultimately drive greater public service effectiveness.

CONCLUSION

Based on the research results and discussion, it can be concluded that the implementation of employee training and development at the Gunungsitoli Utara Sub-district Office has been ongoing, both through city government programs and internal sub-district initiatives, but has not been implemented optimally and systematically. Training planning is not fully based on training needs analysis, so the training materials provided do not entirely match the needs of employee tasks and functions. In addition, opportunities to participate in training are not evenly distributed and post-training evaluations are still limited, so the impact of training on improving employee competency is not optimal. Public services at the Gunungsitoli Utara Sub-district Office have generally been conducted in accordance with applicable procedures and regulations, with staff being friendly and responsive. However, the effectiveness of public services still faces various challenges, such as limited infrastructure, internet network disruptions, limited staff at any given time, and the lack of a structured public satisfaction survey system. These conditions result in longer service times in certain situations and less than optimal public satisfaction.

Employee training and development play a crucial role in improving the effectiveness of public services, but research indicates that budget constraints, conflicting training schedules with service activities, and minimal training follow-up and evaluation are key inhibiting factors. Therefore, it is recommended that the North Gunungsitoli Sub-district Office design more planned training and development programs based on employee competency needs, increase equitable distribution of training opportunities, and strengthen post-training evaluations to ensure the implementation of training outcomes in work practices. Furthermore, improvements to supporting infrastructure and strengthening the public satisfaction evaluation system are also necessary to encourage sustainable improvements in the effectiveness of public services.

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