

ANALYSIS OF TRAINING IN IMPROVING EMPLOYEE PERFORMANCE AT THE GUNUNGSITOLI CITY EDUCATION OFFICE

By

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ABSTRACT

This study aims to analyze the impact of the implementation of education and training programs (Diklat) on improving employee performance at the Gunungsitoli City Education Office. The focus of the study is directed at the effectiveness of the implementation of the training on employee performance. This study uses qualitative methods, where data is obtained through interviews, observations, and documentation studies with key informants, principal, and supporting staff involved in the training activities. The results of the study indicate that the implementation of training at the Gunungsitoli City Education Office has generally been quite successful and has had a positive impact on improving employee competence, discipline, responsibility, and professionalism. Through training, employees become more skilled and able to adapt to increasingly complex work demands. However, the effectiveness of training implementation has not been optimal due to budget constraints, irregular training implementation, and unequal opportunities for all employees to participate in training. The implications of this study confirm that training plays a strategic role in improving employee performance by strengthening technical competency, discipline, work motivation, and the ability to work collaboratively. Therefore, training must be implemented sustainably, relevant to job needs, and accompanied by post-training evaluation so that its benefits can be effectively implemented in improving the performance of apparatus and professional public services at the Gunungsitoli City Education Office.

Keywords: *Training, employee performance, employee competency, Gunungsitoli City Education Office.*

ANALISIS DIKLAT DALAM MENINGKATKAN KINERJA PEGAWAI PADA KANTOR DINAS PENDIDIKAN KOTA GUNUNGSITOLI

ABSTRAK

Penelitian ini bertujuan untuk menganalisis dampak pelaksanaan program pendidikan dan pelatihan (Diklat) dalam meningkatkan kinerja pegawai pada Dinas Pendidikan Kota Gunungsitoli. Fokus penelitian diarahkan pada efektivitas dampak pelaksanaan diklat, terhadap kinerja pegawai. Penelitian ini menggunakan metode kualitatif, di mana data diperoleh melalui wawancara, observasi, dan studi dokumentasi terhadap informan kunci, utama, dan pendukung yang terlibat dalam kegiatan diklat. Hasil penelitian menunjukkan bahwa pelaksanaan diklat di Dinas Pendidikan Kota Gunungsitoli secara umum telah berjalan dengan cukup baik dan memberikan dampak positif terhadap peningkatan kompetensi, kedisiplinan, tanggung jawab, serta profesionalitas pegawai. Melalui pelatihan, pegawai menjadi lebih terampil dan mampu menyesuaikan diri dengan tuntutan pekerjaan

yang semakin kompleks. Namun demikian, efektivitas pelaksanaan diklat belum optimal karena masih terdapat keterbatasan anggaran, pelaksanaan diklat yang masih belum rutin, dan belum meratanya kesempatan bagi seluruh pegawai untuk mengikuti pelatihan. Implikasi dari penelitian ini menegaskan bahwa diklat memiliki peran strategis dalam meningkatkan kinerja pegawai melalui penguatan kompetensi teknis, kedisiplinan, motivasi kerja, dan kemampuan bekerja sama. Oleh karena itu, pelaksanaan diklat perlu dilakukan secara berkelanjutan, relevan dengan kebutuhan kerja, dan disertai evaluasi pasca-pelatihan agar manfaatnya dapat diimplementasikan secara efektif dalam peningkatan kinerja aparatur dan pelayanan publik yang profesional di Dinas Pendidikan Kota Gunungsitoli.

Kata Kunci: *Diklat, kinerja pegawai, kompetensi pegawai, Dinas Pendidikan Kota Gunungsitoli.*

INTRODUCTION

Human resources (HR) are a strategic asset that determines the success of an organization, including government agencies. The success of public service delivery is largely determined by the quality, competence, and performance of the civil servants (ASN) who carry out government functions. Therefore, HR development through education and training programs is a crucial instrument for improving employee professionalism and performance. Education and training essentially aim to improve employees' knowledge, skills, attitudes, and work behaviors so they can carry out their duties effectively and efficiently. Pandodjo and Husman, in Suwatno and Priansa (2012), state that education is oriented towards increasing theoretical knowledge and understanding, while training focuses on improving practical skills in order to achieve organizational goals. Similarly, Edison Siregar (2018) emphasizes that training is an effort to develop human resources to enhance professionalism, particularly in administrative and managerial skills.

In the context of government, ASN competency development has been mandated normatively in Government Regulation Number 11 of 2017 concerning Civil Servant Management, which stipulates that every ASN is entitled to a minimum of 20 hours of competency development per year. This provision demonstrates that training is not merely an administrative activity, but a strategic necessity in building a professional, adaptive, and service-oriented bureaucracy. The Gunungsitoli City Education Office, as the regional agency responsible for managing the education sector at the city level, plays a crucial role in ensuring the delivery of quality education. To optimally carry out this function, it requires

the support of competent and high-performing employees. Along with the development of information technology and the implementation of electronic systems such as the e-Kinerja application, demands for employee professionalism and adaptability are increasing. This situation necessitates a planned, relevant, and sustainable training program.

However, based on initial observations in this thesis, the implementation of training at the Gunungsitoli City Education Office is still suboptimal. Training programs are not routinely implemented, do not reach all employees equally, and are still hampered by budget constraints. Consequently, employee competency and performance have not progressed significantly and comprehensively. These findings align with previous research by Yauma Fasha et al. (2023), which showed that training effectiveness is significantly influenced by policy support and equal opportunities for civil servants. Meanwhile, Rachman (2022) found that training implementation in local government agencies is suboptimal due to employee age, work motivation, and budget constraints. However, most of these studies have not specifically examined the direct impact of training on improving employee performance at the regional apparatus organization level. Based on these conditions, a more in-depth empirical study is needed on how training is implemented and its impact on improving employee performance at the Gunungsitoli City Education Office. This research is crucial for providing a scientific basis for formulating more effective and sustainable human resource development policies. Therefore, this study aims to analyze the implementation of education and training (diklat) and its impact on improving employee performance at the Gunungsitoli City Education Office.

LITERATURE REVIEW

1. Education and Training

Education and training is a strategic instrument in developing human resources, particularly for State Civil Apparatus (ASN). Training aims to improve employee competency, encompassing knowledge, skills, and professional attitudes, enabling them to carry out their duties effectively and efficiently. Siregar (2018) stated that education and training are efforts to develop human resources to enhance professionalism, particularly in administrative and managerial skills. Subandi (2016) defines training as

an effort to improve employee personality, knowledge, and abilities according to job requirements. Meanwhile, Artina (2020) emphasized that training is an activity to improve employee quality through developing attitudes, skills, and knowledge in line with organizational goals. Based on this view, it can be concluded that training is a planned learning process that aims to improve the overall quality of employees so that they are able to support the achievement of organizational goals.

2. Objectives of Education and Training

The primary objective of training is to improve employee competency so they can carry out their duties professionally. Nurdin and Mulyanti (2023) state that training objectives include improving personality, work quality and skills, planning abilities, and a spirit of dedication to the organization. Sedarmayanti (2014) adds that training aims to develop employee knowledge, skills, and cooperative attitudes. In Government Regulation Number 101 of 2000 concerning Civil Servant Job Training, it is stated that the training aims to improve the knowledge, expertise, skills and attitudes of ASN so that they are able to carry out their duties professionally and ethically according to the needs of the agency.

3. Benefits of Education and Training

Rivai (2014) explains that the benefits of training include improving knowledge and job skills, helping employees cope with stress and conflict, increasing job satisfaction, and improving communication and decision-making skills. Training also plays a role in building employee self-confidence and readiness to face new tasks. Thus, training plays a crucial role in improving employee effectiveness and supporting the organization's sustainable performance. According to Rae in Sofyandi (2013), training indicators include:

- Training content
- Training methods
- Instructor attitudes and skills
- Training duration
- Training facilities

Training content must be relevant to job needs, training methods must be appropriate to

participant characteristics, instructors must be competent, training duration must be adequate, and facilities must support learning effectiveness.

4. Employee Performance

Employee performance reflects the work results achieved by individuals based on the responsibilities and standards set by the organization. Mangkunegara (2016) defines performance as the quality and quantity of work results achieved by employees in carrying out their duties. Siagian and Khair (2018) state that performance is a measure of the achievement of tasks and responsibilities within a specific period. Moehariono, in Widyaningrum (2020), explains that performance reflects the level of achievement of an organization's goals, objectives, vision, and mission. Rivai (2019) adds that performance is the result or achievement of work that is influenced by the utilization of organizational resources. According to Kasmir (2019), factors that influence employee performance include:

- Skills and expertise
- Knowledge
- Work plan
- Personality
- Work motivation
- Leadership
- Organizational culture
- Job satisfaction
- Work environment
- Loyalty
- Commitment
- Work discipline

These factors are interrelated in determining the level of employee performance in an organization. Mathis and Jackson in Harahap (2018) put forward five indicators of employee performance, namely:

- Quantity of work
- Quality of work

- Punctuality
- Attendance rate (absence)
- Ability to work together
- These indicators are used to measure employee performance achievement objectively and comprehensively.

RESEARCH METHODS

This study uses a qualitative approach with descriptive methods, aiming to gain a deeper understanding of the implementation of education and training (diklat) and its impact on improving employee performance at the Gunungsitoli City Education Office. The qualitative approach was chosen because it allows researchers to explore phenomena contextually based on the experiences and perspectives of research informants. The research location was determined at the Gunungsitoli City Education Office, North Sumatra Province. Research informants were determined using purposive sampling, based on considerations of direct involvement in the implementation and utilization of the training. The informants consisted of one key informant and three supporting informants, including the Head of the General and Personnel Sub-Division and several employees from different fields.

Data collection techniques included in-depth interviews, direct observation, and documentation studies. Interviews were used to gather information regarding training implementation, the relevance of the material, the frequency of training, and its impact on employee performance. Observations were conducted to directly observe employee working conditions and behavior after training, while documentation was used to supplement the data in the form of activity archives, reports, and other supporting documents. Data analysis was conducted interactively, with the stages of data collection, data reduction, data presentation, and conclusion drawing, referring to the Miles and Huberman model. Data reduction was carried out by selecting and grouping data according to the research focus. The reduced data was then presented in descriptive narrative form, and conclusions were drawn to address the research objectives.

To ensure data validity, researchers used triangulation techniques and sources, comparing interview results, observations, and documentation from various informants. This ensures

the data obtained is valid, credible, and can objectively describe the training implementation and employee performance.

RESEARCH RESULTS AND DISCUSSION

Research result

1. Implementation of Education and Training Programs

The research results show that the education and training program at the Gunungsitoli City Education Office has been implemented and attended by a number of employees from various fields. The training generally aligns with their respective core duties and functions, such as training on employee performance and discipline management, financial management, and education data management. Key informants and supporters stated that the training they attended was relevant to their field of work and helped improve their understanding of job duties. This indicates that the training was substantially contextually designed and aligned with the organization's needs.

However, this study found that training is not yet routinely and sustainably implemented. Training programs are still incidental and highly dependent on budget and quota availability from the organizing agency. Consequently, not all employees receive equal opportunities to participate in training. This situation leads to uneven employee competency development. This finding strengthens the conclusion that although the training has been running quite well and in a focused manner, the effectiveness of its implementation is still not optimal because it has not been implemented systematically and continuously.

2. Relevance of Training Material and Suitability with Job Descriptions

The majority of informants stated that the training material they attended was relevant to their respective job scopes. They assessed that the training materials helped employees better understand administrative tasks, personnel management, finances, and educational data management. However, this study also found that some training materials remained monotonous and lacked significant updates. Several informants assessed that the training they received did not fully address increasingly complex work challenges, particularly in the context of the digitalization of public services and the demands of electronic systems-based performance, such as e-Performance.

This condition shows that even though training is functionally relevant, curriculum development and training methods still need to be adjusted to the dynamics of changes in the work environment.

3. Impact of Training on Employee Attitudes and Work Behavior

The research results show that the training had a positive impact on changing employee attitudes and work behaviors. Informants consistently stated that after participating in the training, they became more disciplined, more responsible, and had higher work motivation. One informant stated that after participating in the training, there was a significant change in work attitudes, particularly in terms of discipline and sense of responsibility towards work. Another informant added that the training was considered an important opportunity to improve work skills, especially training that was specific to each individual's field of work. These findings indicate that the training not only impacted the cognitive aspect (knowledge), but also the affective (attitude) and conative (motivation) aspects of employees.

The research results show that the training positively contributed to improving employee performance at the Gunungsitoli City Education Office. After participating in the training, employees were assessed as being more skilled, more confident, and better able to adapt to increasingly complex work demands. Performance improvements are seen in the form of:

- increased timeliness of task completion,
- increasing the quality of work results,
- increased work discipline and responsibility,
- increasing the ability to work together between employees.

However, this performance improvement has not been evenly distributed across all employees because not all employees have had the opportunity to participate in training. Therefore, the positive impact of training on performance is still partial and not fully optimal. This study found several main obstacles in implementing training, namely:

- limited training budget,
- the training is not yet routinely held,
- unequal opportunities to participate in training,
- Some of the material is not fully relevant to the job requirements.

This condition causes the effectiveness of training to be less than optimal and not yet fully

able to reach all employees fairly and proportionally.

Discussion

The results of this study indicate that education and training (diklat) play a strategic role in improving employee performance at the Gunungsitoli City Education Office. This finding aligns with Mangkunegara's (2016) opinion, which states that performance is the quality and quantity of work achieved by employees in carrying out their duties in accordance with their assigned responsibilities. The increase in employee discipline, responsibility and work motivation after attending training strengthens Rivai's (2014) view that training functions to improve work attitudes, job satisfaction and employee readiness in facing new tasks.

The findings regarding the relevance of training materials to employee duties are in line with Rae's opinion in Sofyandi (2013) which emphasizes that training content must be relevant to job needs in order to have a direct impact on improving performance. However, this study also found that training implementation was suboptimal due to budget constraints and unequal opportunities to participate in training. This finding aligns with Mondy's (2016) view that the main obstacles to training are usually related to budget constraints, lack of planning, and unequal opportunities for employees.

In addition, the continued discovery of monotonous training materials that are less adaptive to changes in the work environment strengthens the opinion of Sutrisno (2020) and Wibowo (2021) that the success of a training program is greatly influenced by the relevance of the material, implementation methods, and the support of a conducive work environment. The findings of this study are also consistent with those of Yauma Fasha et al. (2023) and Zacky (2021), who stated that training has a positive effect on improving the knowledge, skills, and work attitudes of civil servants. However, its effectiveness is greatly influenced by the sustainability of the program and equal opportunities for training. Thus, the results of this study reinforce previous theory and empirical findings that training is an integral part of human resource development strategies in public organizations. Systematic, relevant, and sustainable training has been shown to improve employee competency and support effective and efficient organizational performance.

CONCLUSION



This study concludes that the implementation of education and training (diklat) at the Gunungsitoli City Education Office has generally been quite good and well-directed, and relevant to the main duties and functions of employees. The training has been proven to have a positive impact on improving employee competence, professionalism, work attitudes, discipline, responsibility, work motivation, and the ability to adapt to increasingly complex work demands. This impact is also reflected in improved employee performance, particularly in the quality of work results, timeliness of task completion, and ability to work together. However, the effectiveness of training has been suboptimal due to ongoing constraints such as budget constraints, irregular training programs, unequal access to training for all employees, and the persistence of training materials that are not fully relevant to job requirements. Consequently, the positive impact of training on improving employee performance has not been felt evenly and remains partial.

Based on these findings, it is recommended that the Gunungsitoli City Education Office improve the sustainability and regularity of training implementation through training planning that is integrated with organizational needs and employee career development. Equitable opportunities for training should be prioritized, accompanied by updated training materials that are adaptive to developments in the work environment and the demands of digitalization of public services, including strengthening soft skills aspects. Furthermore, post-training evaluations need to be conducted systematically to assess the implementation of training outcomes in the workplace and their impact on employee performance. Policy and budgetary support from the local government also needs to be strengthened so that training programs can be implemented sustainably and reach all employees proportionally.

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