



Effectiveness of Administrator Leadership Training Learning in improving the competence of Echelon III officials in Palopo City Government

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ABSTRACT

Background: Human resource development, especially in government organizations, is the main requirement in supporting the progress of the organization. Leadership training is a strategic step that will make this happen. Administrator leadership training to improve the competence of officials in Palopo City, especially Echelon III, has been implemented every year, but has not been able to produce leaders who are in line with the training objectives.

Aims: This study aims to see how effective leadership training learning is in Echelon III officials in Palopo City.

Methodology: This research uses a qualitative approach with a descriptive method. Data collection through interviews with training alumni and also institutions involved in the implementation of the training, this data is supported by documents and observations. The process of data analysis through data reduction, data presentation as well as conclusions and verification.

Results: The result of this research shows that alumni of administrator leadership training for the period 2019 - 2022 are able to master the material conceptually and practically, but after the training ends, the knowledge is difficult to apply because the expected change action depends largely on the commitment of the training alumni.

Keywords: *Effectiveness, Competence, government officials, Training.*

INTRODUCTION

Leadership training is one of the strategic activities of human resource development, especially in government organizations. Human resource development must take a more strategic role and position in government agencies, Sunarsi (2018). By policy, leadership training is placed as training that is a requirement for the position to meet the competency standards that must be followed by all leaders in government organizations from the lowest level, to the highest level.

This policy of organizing administrative leadership training brings positive expectations for the development of the quality of government apparatus resources in the future, but this still has to be studied again regarding the effectiveness and efficiency of various aspects, especially from the aspect of achieving the results of the leadership training in producing professional, integrity and innovative apparatus in organizing government bureaucracy.

Truss, Mankin and Kelliher (2012) state that training involves planned instruction in specific skills or practices and is intended to generate behavioral changes in the workplace that lead to improved performance.

Improving human resources (HR) apparatus can be done by organizing education and training (training). Therefore, planned government education and training in planning, implementing, and monitoring and evaluating, including post-training evaluation, can improve the competence of human resources of the apparatus. Increasing competence will encourage human resources of the apparatus to be able to carry out their functional duties / work from an innovative, creative, professional and global point of view. According to Faustini Cardoso Gomes (2000), to measure the effectiveness of a training program can be evaluated on the basis of information obtained at five levels; Reactions, which is to find out the opinions of the participants regarding the training program, about how far they are satisfied with the training as a whole, towards the trainer / instructor, the material presented, its content, materials provided, and the training environment (room, rest time, food, air temperature). Learning, which is to find out how far the participants have

mastered the concepts, knowledge and skills provided during the training. Behaviors, judging from the participants before and after the training, can be compared to determine the degree of influence of the training on changes in their performance. Organizational result, which is to test the impact of training on the working group or organization as a whole. Cost effectivity, to find out the amount of costs spent on the training program, and whether the amount of cost for the training is small or large compared to the costs arising from the problems experienced by the organization

The development of the quality of apparatus resources (ASN) through training is an effort to improve the quality and usability (performance) of the state civil apparatus which has been considered low. Intensification of training efforts for civil servants is in line with the realignment of staffing policies in the employee career coaching system which is focused on the merit system, where the coaching base is based on ability and professionalism in achieving the specified level of performance. it is also expected to reduce the gap that exists between public demands on the quality of Government services and the availability of state apparatus resources. Effective training programs can improve performance, skills, attitudes/morals and organizational potential (Gomez & Rosen, 2001).

Since 2014, the implementation of leadership training has undergone several changes in learning design, but the training objectives still refer to increasing the implementation of a leadership development system for change. This change is expected to create future leaders who have the integrity and character they get when learning directly from their experience of implementing changes in their place of duty.

In the design of leadership training learning regulated in the Regulation of the Head of State Administrative Institutions (LAN), leadership training is more towards the establishment of leadership aspects for associate leadership, primary leadership, administrator leadership, and supervisory leadership by preparing a draft change action (innovation) implemented in the agency where work. So that his skills as a leader can be measured through the implementation carried out.

The increase in the effectiveness of leadership training that until now has not been clearly mapped. Although the current leadership training system design is felt to be quite effective, in its implementation, it is felt that it is still not optimal to boost organizational performance to the highest level. To focus training into effective learning, it requires organizations to be able to pay attention to two important elements, namely the characteristics of trainees and the support of the organizational environment.

METHODS

This research uses a descriptive method with a qualitative approach, where this approach tends to lead to descriptive research methods. This research begins with the phenomenon that occurs which is used as a basis for problem formulation and making research questions. In this study, it seeks to systematically review and describe, trying to reveal and describe the Effectiveness of Administrator Leadership Training Learning in improving the competence of Echelon III officials in the Palopo City Government. Data collection uses research instruments as primary data in the form of questionnaires and interviews as well as secondary data which are then presented in the form of reports. Models used in analyzing data include Data Condensation, Data Presentation and Conclusion Drawing, Miles, Huberman, and Saldana (2014).

RESULTS AND DISCUSSION

Measurement of the Effectiveness of Learning (learning) PKA, how far alumni master the concepts or training materials that are followed. trainees are said to have learned if they have experienced an increase in knowledge, improvement in skills, and a change in attitude. Without an increase in knowledge in trainees a training program can be said to be a failure.

The second sub-indicator for effectiveness against results is to measure skill improvement. Upskilling for PKA is measured by the results of the implementation of the Change Action. PKA participants carry out Change Action for 60 calendar days, after completion, participants make a report on the results of the Change Action and an assessment is carried out by the Examiner in the Change Action results seminar.

Learning Outcomes After participating in this activity, Participants are expected to be able to explain the conception of learning Organizational Performance Change Action and carry out each stage of learning Organizational Performance Change Action well so that character is formed as a leader of organizational performance management leadership change agents in the Position of Administrator of their organizational units.

According to the interview results showed an improvement in the skills of trainees in practicing training materials. These results are in accordance with the findings of research by Pranowo (2012) which shows that the success of the training activity process is inseparable from the interest, attention, and motivation of trainees in following the course of training activities. With the results of the assessment, it can also be said that PKA has been successfully implemented properly, so that alumni increase their skill competence

This is in accordance with the objectives of the PKA which refers to the regulation of the State Administration Institution Number 16 of 2019, namely developing the competence of participants in order to meet the standards of Managerial Competence for the Position of Administrator. Echelon III officials who will play a role in carrying out the duties and functions of government in their respective agencies. Training participants can become agents of change that begin with changes in participant behavior as a leader in their task environment.

The ability of a leader to make changes in a positive direction through the application of competencies obtained during training illustrates the improvement of work performance from an attitude aspect. This is revealed by Mangkunegara (2017) that measuring the level of work performance or implementation that leads to the achievement of goals can use four four measures, namely: quality of work, quantity, reliability and attitude.

Building Character Attitudes and Behaviors of Administrator Leadership Training Alumni. Interviews conducted with alumni colleagues, direct supervisors, stated that they strongly agreed that PKA alumni showed good attitudes and behaviors in providing services, carrying out tasks and daily associations.

In addition, PKA alumni are considered to be able to handle problems that occur in their work units better and faster, able to prioritize integrity and professionalism as well as discipline and be enthusiastic in carrying out every job. This is in accordance with the competency demands of training participants who are expected to have leadership character.

A Chief Administrator is expected to be an example for subordinates and stakeholders in the intergrity of nationalism, public ethical standards, values and norms, morality and responsibility in accordance with legislation. This research is in accordance with the expression of Sutrisno (2011), that education as the totality of human interaction which is a continuous effort in human development even in the limited resources owned, but it is necessary to implement a management system that allows

As a mandate of the law, ASN has a role and function as a public servant. The apparatus has an obligation to provide the best and even the best possible service to the community. In order for the main duties and functions and obligations to be carried out properly, it must be supported by adequate facilities and infrastructure.

Effectiveness was stated by several experts, including Mulyasa (2003) explained that effectiveness is the suitability between the person who carries out the task and the intended target. More clearly he said that effectiveness has the meaning of the implementation of all the main tasks, the achievement of goals, punctuality, the active participation of members. Effectiveness based on the definition implies that indicators of the effectiveness of a program are measured based on the implementation of all the main tasks, the achievement of the goals set, the timeliness that has been planned, and the active participation of all parties.

Based on the findings in the field, the implementation of Administrator Leadership Training has been running effectively. This is evidenced by the clear goals and objectives of training, the program plan has been well designed and the mechanism has been clearly regulated, the education staff have carried out their duties and functions properly and the rules and regulations can be obeyed by all parties involved. The timing of the training implementation is in

accordance with the stages that have been set and the allocation of financing has been budgeted well even though the amount is considered inefficient because it has increased but it becomes an investment to create a training program that suits the needs. Research by Eliana (2020) shows that education and training (training) has a positive and significant effect on employee performance at BPSDM Prov Aceh which means that if the institution provides a lot of training and education to employees, it will automatically affect performance and understanding of performance targets will increase.

But it was also found that many training alumni found difficulty in implementing the results of the training received, this was due to several factors, namely the organizational culture of each region is different so that it requires a different approach to each conflict resolution that arises in the organization. In addition, the commitment of training alumni is the main requirement in creating changes in the work system where they are in charge, so if the training alumni are unable to commit to implementing learning during the training, then the training they receive will only be present to receive material without the ability to make changes which is the purpose of this training.

Judging from the aspects of measurement accuracy and the achievement of training objectives. The effectiveness of PKA has been in accordance with the objectives and competencies built in Administrator Leadership Training, namely by testing the performance of the implementation of change actions. From the aspect of the suitability of the training goals or objectives, the objectives of organizing Administrator Leadership Training have been well achieved.

CONCLUSION

The effectiveness of Administrative Leadership Training (PKA) learning has not been optimal in improving the competence of Echelon III officials in the Palopo City Government. Mastery of the material both conceptually and practically is quite good but the knowledge provided is less implementative.

The effectiveness of Administrative Leadership Training (PKA) learning has not been optimal in improving the competence of Echelon III officials in the Palopo City Government. Mastery of the material both conceptually and practically is good but the knowledge provided is less implementative. It takes a long-term commitment for training alumni to be able to realize the purpose of training, namely the action of change in the organization they lead.

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