

# The Role of Training in Improving the Performance of Village Apparatus in Bawodesolo Village, Gunungsitoli Idanoi District, Gunungsitoli City

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## ABSTRACT

This study examines the vital role of training programs in enhancing the performance of village officials, with a focus on Bawodesolo Village in Gunungsitoli Idanoi District, Gunungsitoli City. Grounded in Law No. 6 of 2014 concerning Villages, emphasizing citizen participation, particularly through the Village Consultative Body (BPD), the research explores training's impact on village officials' performance. Despite challenges like budget constraints and limited resources, strategic planning and government support can improve training effectiveness. Through qualitative methods, the study highlights the need for curriculum development, qualified instructors, and community involvement. Through a qualitative approach, including interviews, documentation, and observation, this study elucidates the complexities surrounding the implementation and impact of training programs. It underscores the need for strategic planning, curriculum development, qualified instructors, and ongoing evaluation to maximize the benefits of training. Furthermore, the study highlights the importance of community participation, transparency, and accountability in ensuring the success of training initiatives. Findings affirm the significant contribution of training programs to public services, decision-making, and community development. Overcoming obstacles and enhancing support mechanisms make training a valuable investment in governance and service delivery at the village level.



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## 1. INTRODUCTION

The existence of villages holds ancestral rights and traditional rights to manage and govern the interests of the local community, as well as to contribute to achieving national and regional development goals. In the context of governance, villages evolve in various ways and therefore need to be empowered and protected. Strong, advanced, independent, and democratic governance lays a solid foundation for the administration and development efforts to build a fair, prosperous, and prosperous society (Pahira & Rinaldy, 2023). Thus, all aspects related to governance, both in the election procedures and in the implementation of duties and functions, must comply with the procedures and mechanisms specified by laws and regulations (Alvarez-Peregrina et al., 2024).

The enactment of Law No. 6 of 2014 concerning Villages brings new spirit to the democratic process at the village level. The democratic principle implies that all elements (participation) of

citizens participate in all public decision-making processes, including women. Specifically, Article 54 of the Village Law regulates citizen participation, where all elements of society participate significantly in deliberations on strategic decisions (BPD) that occur in the village. The presence of village apparatuses, who are also tasked with governance, holds a very important position because, as the lowest level of government, they are well aware of all conditions and issues in the area. Villages are often used for regional planning, so artificial or informational data should be avoided as it will hinder national goals. "More hard work and better capabilities are needed to encourage compliance with government responsibilities" (Russen et al., 2024).

Moreover, the multidimensional management of state development involves all government apparatuses at the central, regional, and even village levels. The apparatus components must have the best capabilities in performing their functions. Given that village governance is the lowest governance base in the Indonesian governance structure, which significantly determines the success of national development efforts as a whole, it is fitting for village areas to be targeted for governance and development activities (Sarah & Susilawati, 2023).

Given the increasing complexity of village development, one of the main aspects that needs to be developed is the capacity building of village government apparatuses in carrying out administrative duties and strengthening communities, institutions, participation, and other aspects. This is crucial because village governments and their institutions are the main implementers of governance, development, community activities, as well as peace and order in their areas (Alvarez-Peregrina et al., 2024).

The existence of village apparatuses, who are also given governance tasks, occupies a very important position, as they understand the conditions and issues in their respective villages through the formulation of district government policies in terms of information and general needs for village, regional, and national development. Research conducted by (Stephan et al., 2024) entitled "The Effect of Training on the Performance of Village Apparatuses in Pinang Banjar Village, Sungai Lilin District" concluded that training is highly related to a person's performance. Through training, individuals can gain knowledge and concrete experience related to tasks that are generally performed at all times.

Furthermore, research conducted by (Katsogiannis et al., 2024) entitled "Improving the Performance of Village Apparatuses in Carrying Out Village Administration Tasks through Education and Training" concluded that in efforts to improve performance in administration, the presence of equitable and continuous education and training is essential. This will enhance good and quality performance. One performance indicator is the presence of quality, quantity, task implementation, and responsibility assumed by each apparatus. The fact is that from several indicators, the performance of village apparatuses has been categorized as quite good, although there are still many other factors that hinder the quality of their performance. This is due to the continuous education and training provided to village apparatuses (Rahmawati et al., 2023). Therefore, education and training are effective ways to develop all village apparatuses. However, there are some supporting factors in improving apparatus performance, such as the skills and motivation to enthusiastically carry out their duties and responsibilities as village apparatuses. Meanwhile, inhibiting factors include lack of education, discipline, facilities, and insufficient salaries provided to each village apparatus.

Improving the performance of village apparatuses is important in advancing development in a region. Village apparatuses play a role in providing public services to the rural community. In this matter, training plays a crucial role in enhancing the competence and skills of village apparatuses. Therefore, this research will discuss the role of training in developing the performance of village apparatuses in Bawodesolo Village, Idanoi District, Gunungsitoli City. In recent years, residents of Bawodesolo Village, Idanoi District, Gunungsitoli City have complained about the low quality of public services. Residents feel that village apparatuses are unable to provide effective and efficient services. These complaints include the slow administrative processes, unclear information provided, and lack of responsiveness to the needs of the community. This phenomenon indicates the need to pay attention to the performance of village apparatuses and the factors influencing it (Gopalakrishnan et al., 2021).

From the previous research above, it is concluded that the training factor in the development of village apparatus performance is very important. Given that village apparatuses are now on par

with state civil apparatuses in terms of tasks and responsibilities, there is a gap between the results of previous research and the conditions observed in the research object. From initial observations by researchers at the research site of Bawodesolo Village, Idanoi District, Gunungsitoli City, it is evident that village apparatuses have not yet been able to perform their duties well; the level of program achievement is still low or has not been optimally implemented.

This is reflected in the incomplete and inconsistent implementation of administrative, population, and financial administration tasks. One factor causing this is the competence, educational qualifications, and training received by village apparatuses are still very minimal. To address this situation, the government of Bawodesolo Village, Idanoi District, Gunungsitoli City has made efforts to conduct visits or benchmarking studies to other villages and even outside the region, and to participate in training programs organized by the Idanoi Gunungsitoli District Government and the Gunungsitoli City Government. According to (Nzengue et al., 2023), training is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve employee performance. Human resources are a strategic element in determining the health of an organization. Planned and sustainable human resource development is an absolute necessity, especially for the organization's future.

In principle, the interest of village apparatuses in Bawodesolo Village, Idanoi District, Gunungsitoli City, to participate in training activities and similar programs is quite high, ranging from government officials, financial officers, and general staff. This interest is driven not only by job demands to improve performance but also by the motivation to enhance knowledge and broader insights as well as critical thinking skills, to keep up with the current developments in knowledge. Therefore, competency development is an integral aspect of village apparatuses that can be used to predict the level of performance (Szalkowski & Mikalef, 2023). Thus, knowledge enhancement can be achieved through education and training. However, several factors contribute to the minimal provision of education and training to the village apparatuses of Bawodesolo Village, Idanoi District, Gunungsitoli City.

The development of knowledge among the village apparatuses in Bawodesolo Village, Idanoi District, Gunungsitoli City, can have a positive impact on the government in general, as it can improve the performance of apparatuses in implementing and achieving the goals of programs or organizational objectives. According to (Pahira & Rinaldy, 2023), performance reflects the level of achievement in implementing a program, activity, or policy in realizing the goals, objectives, visions, and missions of the organization outlined through strategic planning. Furthermore, an individual's performance is influenced by education level, initiative, work experience, and employee motivation.

Training, as a concept program aimed at enhancing an individual's knowledge and skills, enables rapid and modern development. The development of training models (capacity building, empowering, and training) is not only occurring in the business world but also in specific professional institutions, evolving rapidly in accordance with learning needs, learning processes, assessments, targets, and other challenges. The development of strategies to enhance the capacity of village apparatuses, which has been formulated to address the need for improvement and development of village governments and their components, acknowledges that data is essential for planning development programs and human resource development at the village level (Legaki et al., 2021).

Furthermore, training programs refer to both formal and informal activities that use methods to provide new or existing apparatuses with the skills they need to perform a job, through an integrated process so that the apparatuses work towards achieving organizational goals. Enhancing the knowledge of apparatuses is crucial, as it can motivate them to excel and develop their skills. Regarding development to enhance apparatus knowledge, continuous implementation is necessary to address various future challenges effectively.

## 2. RESEARCH METHOD

The research method employed in this study involves several important aspects to uncover the phenomena under investigation. Firstly, in selecting the research approach, the researcher opted for a qualitative approach based on the ways or activities in research that emphasize process and meaning, in line with the research focus intended to be emphasized. Secondly, this research is of a qualitative nature that employs descriptive analysis to explore and describe the phenomena under

investigation by paying attention to process and meaning. The research variables are determined as training and performance development, which are the main focus of this research. The research is conducted at the Bawolodesolo Village Office in the Gunungsitoli Idano District, Gunungsitoli City, with data sources involving subjects from whom data is obtained, both in the form of primary data collected directly by the researcher and secondary data obtained from literature, articles, journals, and relevant internet sites (Thomakos & Xidonas, 2023).

The research instruments used include several elements, such as the researcher themselves, interview guidelines, writing tools, recording tools, and documents, all of which play a role in facilitating data collection and better, more consistent results. Data collection techniques involve interviews, documentation, and observation, used to obtain in-depth and descriptive information about the phenomena under investigation. In the data analysis process, the researcher applies data reduction to select and simplify relevant data, data presentation in various forms to provide clear and informative information, and conclusions drawn based on evaluation of the previous data analysis activities. Triangulation techniques are used to ensure the validity of the data by comparing interview results with the research object (Rahmawati et al., 2023). At the final stage, the researcher compiles concise and clear conclusions based on the data analysis conducted earlier.

### 3. RESULTS AND DISCUSSIONS

The discussion of research findings is crucial in any research report or scholarly paper, serving as the section where researchers explain and analyze their findings, relate them to the research objectives, relevant literature, and potential implications. This discussion begins with a brief summary of the research findings, providing an initial overview to readers about what will be discussed further. In this study, the findings are intricately connected to the research objectives outlined in Chapter I, reflecting a coherent relationship between the research findings and the established research goals. Specifically, the focus of this research is on training programs aimed at enhancing the performance of the Bawodesolo Village officials in Gunungsitoli Idanoi District, Gunungsitoli City. The analysis of these findings supports or confirms the research problem formulation and objectives (Maharani, 2023).

The discussion of research findings provides an opportunity for researchers to present and interpret their findings comprehensively, describing their research's contribution to a specific field of study and offering guidance for further research. The focus of this study revolves around the training program's efficacy in supporting the performance of Bawodesolo Village officials, aligning with the delineated objectives and training needs described in Chapter II. Various types of training programs have been elucidated, each catering to different aspects of personnel development within the organization (Villarroya et al., 2022).

However, the implementation of training programs to enhance the performance of village officials may encounter several challenges. These challenges include budget constraints, limited human resources, inadequate infrastructure, logistical issues, lack of awareness and motivation, insufficient evaluation and monitoring, policy changes, low educational levels, mismatched training materials, and lack of support from local governments. To address these challenges, meticulous planning, adequate budget allocation, local government support, and careful monitoring of training program implementation are essential (Falatouri et al., 2022).

Efforts to improve training for the development of village officials' performance require a planned and sustainable approach. This involves identifying training needs, strategic planning, budget allocation, curriculum development, selecting qualified instructors, implementation, evaluation, post-training performance monitoring, ongoing support and development opportunities, community participation, transparency, and accountability. These efforts should align with the commitment of village and local governments to enhance the quality and performance of village officials (Sroginis et al., 2023). With careful planning, effective implementation, and diligent monitoring, training for the development of village officials' performance can serve as a valuable investment in sustainable village development.

#### 4. CONCLUSION

Based on the findings of the research on training programs to improve the performance of village officials, several conclusions can be drawn: The training provided so far has made a significant contribution to supporting the performance of officials in Bawodesolo, Gunungsitoli Idanoi Subdistrict, Gunungsitoli City. Training has a long-term impact on village officials, such as improving public services, making better decisions, and increasing involvement in village development. There are several inhibiting and supporting factors that affect the success or failure of the training program. To improve the effectiveness of the program, these obstacles need to be addressed and the supporting factors strengthened. The level of participation of village officials in the training program is quite high, indicating an increase in their motivation to participate in training. Overall, the training program can be considered a valuable investment in improving services and governance at the village level. These conclusions affirm the importance of training programs as efforts to improve the performance of village officials and enhance the quality of services at the local level. By overcoming obstacles and strengthening supporting factors, training programs can be an effective instrument in achieving development goals at the village level.

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