Analysis of Training and Development Implementation to Overcome Resistance to The Use of The E-Patent Application at The Gunungsitoli Idanoi District Office

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A R T I C L E I N F O

ABSTRACT

This study analyzes the implementation of training and development programs to address resistance to the use of the E-Patent application at the Gunungsitoli Idanoi District Office. A qualitative approach was employed, with data collected through observation, interviews, and documentation. The data were then analyzed descriptively to provide a comprehensive understanding of the phenomenon. The findings reveal that training and development initiatives have contributed to improving employees' understanding and skills in operating the application. However, the improvements remain relatively modest, indicating the need for continuous and more structured training programs. Resistance was identified in both overt and covert forms, including reluctance to adopt new systems, lack of confidence, and dependence on old work routines. These challenges suggest that training and development are not only technical solutions but also strategic tools for change management. Therefore, effective training must be designed to foster adaptive attitudes, enhance motivation, and build a culture of innovation in public services. The study emphasizes the importance of integrating employee development into organizational change strategies to ensure the successful adoption of digital transformation in local government.

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1. INTRODUCTION

Organizational change has become inevitable in the modern era, driven by the need for efficiency, competitiveness, and adaptability to a dynamic environment. Public institutions, in particular, face increasing pressure to adopt digital technologies to improve transparency and accountability (Fukuda, 2020). Resistance to change, however, remains a significant barrier that can hinder the effectiveness of these transformations (Wood et al., 2021).

The Indonesian government has introduced the E-Patent (Electronic District Integrated Administration Service) application, mandated by Ministry of Home Affairs Regulation No. 4 of 2010 and Government Regulation No. 19 of 2008. This digital service aims to streamline bureaucratic processes and enhance administrative efficiency at the sub-district level (Kemendagri, 2010). Despite its potential, the adoption of E-Patent has faced considerable challenges due to resistance from employees, which threatens the success of digital governance.

Employee resistance to technological change can take many forms, ranging from open opposition to subtle reluctance. Such resistance often stems from fear of the unknown, lack of confidence, limited digital skills, and skepticism about the benefits of new systems (Wood et al.,

2021). If left unaddressed, these behaviors can undermine organizational goals and delay service delivery improvements.

Training and development are widely recognized as strategic tools to mitigate resistance and prepare employees for organizational change. Training enhances employees' technical skills, while development programs foster long-term adaptability and innovative thinking (Wood et al., 2021). Effective training not only equips employees with operational knowledge but also fosters positive attitudes toward change (Nagahara, 2019).

Several scholars have highlighted the role of training in enhancing employee readiness. (Abdurachman et al., 2023) argued that training directly influences productivity, while (Abbas et al., 2022) emphasized that highly skilled employees exhibit stronger commitment to organizational objectives. Similarly, Ananto and Nururrohmah (2023) in (Rabal-Conesa et al., 2022) noted that continuous learning fosters an adaptive organizational culture capable of withstanding future challenges.

In the public sector, training programs have been proven effective in reducing resistance. (Wicaksana & Isfania, 2022) demonstrated that training improved technical competence and leadership capacity, while (Liu & Zhang, 2022) found that organizational change is more likely to succeed when supported by strong leadership and employee development. These findings highlight the dual role of training as both a technical and cultural intervention.

The case of the Gunungsitoli Idanoi District Office illustrates the practical challenges of digital transformation. Despite the implementation of E-Patent, many employees continue to struggle with the system, showing signs of both covert and overt resistance (Mueller & Jungwirth, 2022). This situation suggests that training programs have not been fully effective in addressing employees' needs, particularly in building confidence and demonstrating the tangible benefits of the application.

Given these conditions, this research focuses on analyzing the implementation of training and development programs in mitigating resistance to E-Patent at the Gunungsitoli Idanoi District Office. By exploring both the effectiveness of training and the forms of resistance encountered, this study aims to provide recommendations for strengthening digital transformation strategies in local government.

2.   RESEARCH METHOD

This study employs a qualitative research approach to explore the implementation of training and development in addressing resistance to the use of the E-Patent application at the Gunungsitoli Idanoi District Office. A qualitative approach was chosen because it enables researchers to gain an in-depth understanding of social phenomena through descriptive analysis rather than numerical data. According to (Nagahara, 2019), qualitative research is appropriate for exploring human behavior, experiences, and perceptions in their natural settings. In this study, the main data sources were primary data obtained through observations, interviews with key informants, and documentation, complemented by secondary data from literature and relevant official documents.

The data collection process involved triangulation to ensure validity and credibility, combining multiple techniques such as structured and unstructured interviews, direct observation of employee practices, and analysis of administrative documents related to E-Patent usage. The data were then analyzed using Miles and Huberman's (1994) in (Rashid et al., 2023) interactive model, which consists of three stages: data reduction, data display, and conclusion drawing/verification. This model allows researchers to systematically interpret the data while continuously refining the analysis during the research process. As emphasized by (Alamsjah, 2022), such qualitative methods are highly effective for examining change management and employee resistance in public sector organizations.

3.   RESULTS AND DISCUSSIONS

Results

The findings of this study indicate that the training and development programs at the Gunungsitoli Idanoi District Office have improved employees' knowledge and skills in operating the E-Patent application. However, the level of improvement remains relatively low, with many employees still relying on traditional methods of administration. Several forms of resistance were observed, including

covert resistance such as reluctance to adopt the system, and overt resistance such as refusal to participate in training sessions. These behaviors demonstrate that while training has had a positive impact, it has not fully addressed the psychological and cultural barriers to change (ERBAŞI, 2022).

The study also found that the design and implementation of training programs were not fully aligned with employees' learning needs. Some participants reported difficulties in understanding the technical aspects of the application, suggesting that training materials were not sufficiently contextualized (El Nsour, 2021). In addition, the absence of continuous follow-up and mentoring limited the long-term effectiveness of the programs. This confirms the importance of structured and sustainable training initiatives in ensuring successful technology adoption in the public sector.

Discussion

The findings of this study support previous research emphasizing the importance of training and development in overcoming resistance to change. (Khan, 2020) argue that training enhances employees' technical capabilities, while development fosters long-term adaptability. In line with this, (Buganová & Šimíčková, 2019) highlighted that effective training increases productivity by improving employees' competence and motivation. However, the results of this study reveal that training must not only focus on technical skills but also address attitudinal and cultural aspects of resistance.

Resistance, as noted by (Katz et al., 2022), is a natural response to organizational change, often caused by fear of the unknown, loss of control, and reliance on established routines. The findings from Gunungsitoli Idanoi confirm these observations, as employees showed hesitation and discomfort in adopting the new system. Therefore, effective change management must integrate psychological support, leadership engagement, and communication strategies alongside technical training (Nolte et al., 2020).

Moreover, this study echoes the argument of (Holbeche, 2019), who emphasized that strong leadership support is crucial in minimizing resistance. Leaders at the district office need to play a more active role in motivating employees, clarifying the benefits of E-Patent, and providing consistent follow-up. Without visible leadership commitment, employees are less likely to embrace change.

Another important aspect identified is the need for continuous learning. (Katz et al., 2022) that sustainable training fosters a culture of innovation and adaptability, which is essential in the digital era. The lack of ongoing training at Gunungsitoli Idanoi limited employees' ability to internalize the new system, thus prolonging resistance. Therefore, integrating continuous professional development into organizational policy would strengthen long-term adoption.

Finally, this study underlines that training and development should be considered strategic investments rather than short-term interventions. As noted by (Nolte et al., 2020), training enhances not only technical competence but also leadership and organizational culture. When designed strategically, training can serve as a bridge between management and employees, reducing resistance and ensuring that digital transformation initiatives achieve their intended outcomes.

4.   CONCLUSION

This study concludes that the implementation of training and development at the Gunungsitoli Idanoi District Office has contributed to improving employees' knowledge and technical skills in using the E-Patent application. However, the improvements remain insufficient to fully eliminate resistance. Resistance was manifested in both covert and overt forms, driven by psychological barriers, lack of confidence, and reliance on old routines. Training and development were shown to be essential not only for technical competency but also as strategic tools for change management, fostering positive attitudes, and promoting organizational adaptability. This research has several limitations. First, it was conducted using a qualitative approach with a limited number of informants, which may not fully capture the diversity of experiences among all employees. Second, the study only focused on one district office, thereby limiting the generalizability of its findings to other government institutions. Third, the study relied heavily on descriptive data, making it less suitable for measuring the quantitative impact of training on performance outcomes. Future research should adopt a mixed-methods approach by integrating quantitative measures to evaluate the effectiveness of training more comprehensively. Comparative studies across multiple district offices or government institutions are also recommended to strengthen generalizability. Practically, local governments

should design more structured and sustainable training programs, supported by leadership involvement and continuous mentoring. It is also recommended that training address not only technical aspects but also employees' psychological readiness, motivation, and cultural openness toward digital transformation.

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