

Analysis of Education and Training Levels on Employee Performance at The Girimarto Sub-District Office, Wonogiri Regency

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ABSTRACT

Employee performance is a strategic factor in improving the quality of public services within local government institutions. Education level and job training are considered important determinants in shaping employee competence and professionalism. This study aims to analyze the role of education level and training in relation to employee performance at the Girimarto Sub-District Office, Wonogiri Regency. This research employed a qualitative approach with a descriptive design. Data were collected through in-depth interviews, observation, and document analysis, and analyzed thematically using NVivo software. Data validity was ensured through source and method triangulation. The findings indicate that educational levels aligned with job duties and functions contribute to improved understanding of work procedures, task accuracy, and employee performance quality. Furthermore, relevant and continuous training enhances technical skills, work discipline, and the quality of public services, although limitations were identified in training frequency and the relevance of training materials. This study emphasizes the importance of structured, sustainable, and needs-based human resource management to support effective public service delivery.

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1. INTRODUCTION

The development of information technology and the dynamics of globalization demand that organizations, including the public sector, have competent and adaptive human resources (HR). From a human resource management perspective, the quality of HR is a strategic factor that determines organizational effectiveness and performance achievement, especially in government agencies that have a direct role in public service (Mangantar et al., 2022). Therefore, improving employee performance becomes a crucial managerial issue in order to realize effective and service-oriented governance.

Education and training are viewed as key instruments for human resource development, serving to improve employees' competence, work attitudes, and professionalism (Hasanah et al., 2022). Several studies indicate that education and training have a positive effect on employee performance, both through the enhancement of technical skills and the development of work ethic and discipline (Dwiansyah et al., 2024). However, most of these studies use a quantitative approach and focus on testing relationships between variables, thus remaining limited in explaining the

processes, experiences, and context of education and training implementation in public sector managerial practice.

At the sub-district government level, the Girimarto Sub-district Office in Wonogiri Regency plays a strategic role as the front line of public service. Although education and training programs have been implemented, performance issues are still encountered, such as delays in administrative completion, limited use of information technology, and low service initiative. This condition is reinforced by the heterogeneity of employees' formal educational backgrounds, which has the potential to create competency gaps if not managed through an effective and sustainable training system (Elthara et al., 2025). This phenomenon indicates managerial problems in human resource management that need to be studied more deeply.

Based on these issues, this study aims to analyze the implementation of education and training and its effect on employee performance at the Girimarto Sub-District Office in Wonogiri Regency. The research questions posed include: how education and training are implemented, how they affect employee performance, and what factors support or hinder their effectiveness. By using a qualitative approach, this study is expected to contribute to the public sector human resource management literature through a contextual understanding of the role of education and training in improving employee performance, as well as to produce practical managerial implications for the management of sub-district-level government HR.

2. RESEARCH METHOD

Research Location and Time

This research was conducted at the Girimarto Sub-District Office, Wonogiri Regency, located at Jl. Sinuwun No. 30 Girimarto. This location was chosen because it regularly holds employee education and training programs that are relevant for examining their impact on employee performance. The research was carried out from September 2025 to January 2026. Tables and Figures are presented center, as shown in Table 1 and Figure 1, and cited in the manuscript before appeared.

Method Used

This study uses a descriptive qualitative approach to gain an in-depth understanding of the role of education and training levels on employee performance. The research subjects are sub-district employees selected through purposive sampling, with the following criteria: (1) have attended education and training, (2) understand the training process within the sub-district office, (3) have a minimum of one year of work experience, and (4) hold structural positions involved in employee performance evaluation. Informants consist of key informants, main informants, and supporting informants to obtain a comprehensive perspective (Sugiyono, 2023).

Data collection was carried out gradually through direct observation, in-depth interviews, and documentation as primary data, as well as documentation studies and literature reviews as secondary data. Procedurally, the research began with the preparation of instruments, determination of informants, and the implementation of interviews and field observations. All interview results were transcribed, while observation and document data were compiled as a single set of research data. This process was repeated until the data was considered saturated and capable of addressing the research focus.

The theory used

This research is based on the concept of employee performance as work outcomes achieved according to the standards and responsibilities set by the organization. Education and training are understood as a competency development process aimed at enhancing employees' knowledge, skills, and work attitudes, thereby contributing to the improvement of organizational performance. The theoretical framework is used as a basis for analyzing and interpreting empirical findings, not as a quantitative measurement tool (Sugiyono, 2023).

Data Processing and Analysis

Data analysis was carried out continuously using NVivo 14 software with the following stages: (1) data import, (2) inductive coding of data, (3) grouping data into main nodes (education level, training, and employee performance), and (4) visualization and drawing conclusions. The analysis followed

the flow of data reduction, data presentation, and conclusion drawing to systematically identify themes and relationships between concepts (Ash-shiddiqi et al., 2025). The use of NVivo helps ensure that the analysis process is structured, transparent, and scientifically accountable (Silva et al., 2025).

The stages of data analysis in this study include data reduction, data presentation, and drawing conclusions, supported by NVivo software.

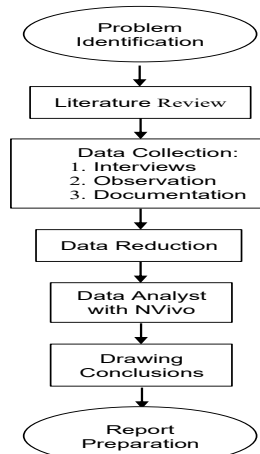


Figure 1. Data Analysis Process of Qualitative Research

3. RESULTS AND DISCUSSIONS

Project Visualization Hierarchy Chart

After coding, the data is visualized to identify patterns, relationships between themes, as well as supporting and inhibiting factors of the performance of officials at the Girmarto District Office, Wonogiri Regency, thereby strengthening the analysis of the research findings.



Figure 2. Visualization of Project Data in a Hierarchy Chart

Figure 2 explains that: To clarify the hierarchy of themes and subthemes, the researcher used Word Cloud and sunburst visualizations based on the frequency of data occurrences. These visualizations help identify dominant themes as well as the relationships between themes related to the implementation of work activities at the Girmarto District Office in Wonogiri Regency.

a. Education Level

The NVivo analysis results show that education level is a main node that reflects the role of educational background in job suitability, self-development, and task execution. Education level is not only understood as a formal degree but also as the intellectual readiness of employees in understanding work, making decisions, and solving work-related problems.

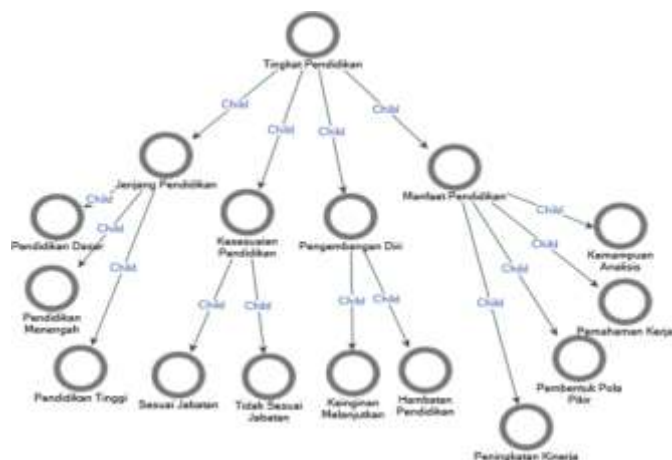


Figure 3. Project Map of Education Levels

Figure 3 explains that: The level of education is perceived to have a positive effect on employee performance, both through the level of education, the alignment of education with the position, and self-development efforts. Education not only serves as a formal background but also as an intellectual asset that supports task understanding, decision-making, and job completion. These findings imply the need for managerial policies that emphasize placing employees according to educational competencies and support for ongoing educational development to improve the quality of staff performance.

b. Employee Training

The NVivo analysis results indicate that employee training is a main node reflecting changes in competencies and work patterns after participating in the training program. Training not only enhances knowledge but also strengthens understanding of tasks, work skills, and professional attitudes of employees at the Girimarto District Office, Wonogiri Regency.

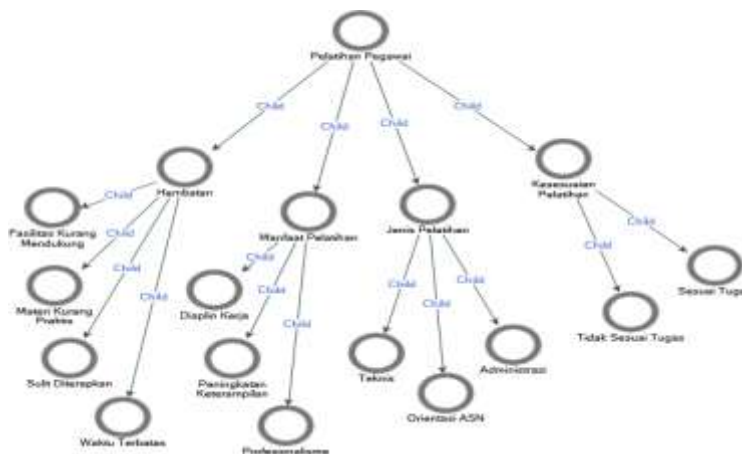


Figure 4. Training Project Map

Figure 4 shows that employee training plays an important role in improving performance at the Girimarto District Office, Wonogiri Regency. The training attended—including public service, government administration, governance, ASN orientation, and information technology—is perceived as relevant to work needs and has a direct impact on enhancing competence, discipline, and professionalism of employees. The alignment of training materials with job tasks is considered a key factor in the effectiveness of its application, while limitations in facilities, time, and less practical materials are the main obstacles. These findings imply the need for task-based training planning,

supported by adequate facilities, and implemented continuously so that training functions as a strategic instrument for improving public service performance.

c. Employee Performance

Based on the results of interview data analysis from the employee perspective processed using NVivo software, employee performance at the Girimarto District Office is perceived as a key factor determining the quality of public services. This performance is shaped by the execution of tasks in a directed manner, adherence to work standards, professional work behavior, and work productivity that supports the smooth delivery of services to the community.

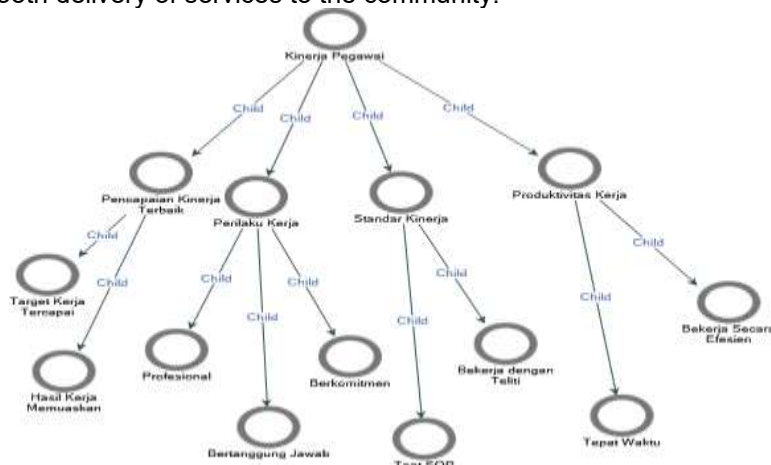


Figure 5. Employee Performance Project Map

Figure 5 shows that: Employees interpret good performance as the ability to achieve optimal work results in accordance with targets and public needs, supported by professional work behavior, compliance with SOPs, and work productivity. Performance is perceived to have improved, as reflected in work results, consistency in applying standards, and service effectiveness, although it still faces limitations in facilities and infrastructure. These findings reinforce that the quality of public services heavily depends on employees who are professional, productive, and results-oriented.

d. Performance Supporting Factors

NVivo analysis results show that the quality of public services is supported by synergistic performance factors, including teamwork, work motivation, supervision, and the employees' ability to manage work pressure at the Girimarto Subdistrict Office.

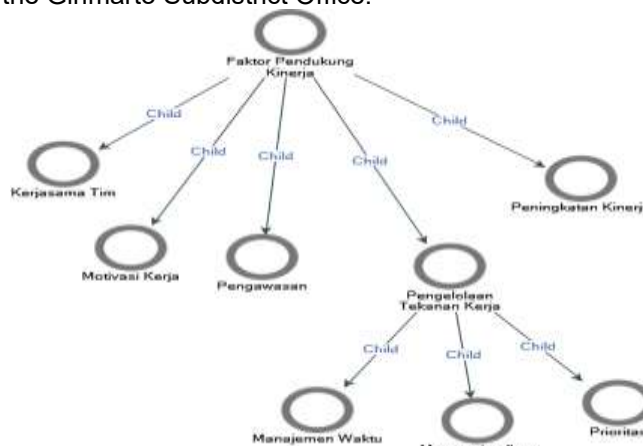


Figure 6. Project Map of Performance Supporting Factors

4. CONCLUSION

- a. This study aims to analyze the role of education level and training in employee performance at the Girimarto District Office, Wonogiri Regency. The results of the study show that the level of education serves as a foundation of knowledge that supports the understanding of tasks, workflow, and job responsibilities, and it needs to be complemented by work experience in order for employee performance to be optimal.
- b. Training has been proven to make a significant contribution to improving employee performance, particularly in enhancing skills, work effectiveness, and professionalism. Training that is relevant to main duties and functions is considered capable of improving the quality of public services, although its effectiveness is still influenced by opportunities to apply the training outcomes in the work environment.
- c. Employee performance is reflected in the timeliness of task completion, professional attitude, and the quality of service that is friendly and informative. The best performance is achieved through the integration of education, training, work experience, and support from a conducive work environment.
- d. In addition, performance-supporting factors such as teamwork, effective communication, work motivation, supervision and evaluation, as well as the ability to manage work pressure play an important role in maintaining performance consistency and sustainability. Overall, education and training contribute significantly to employee performance, with training being the dominant factor reinforced by supporting factors in the work environment.

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