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THE EFFECTIVENESS OF COMPETENCY-BASED LEADERSHIP EDUCATION AND TRAINING IN THE DEVELOPMENT OF APPARATUS RESOURCES IN KUPANG LOCAL GOVERNMENT

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ABSTRACT

This research aims to; (1) measure the effectiveness of competency-based leadership education and training system in the development of apparatus resources in Kupang Local Government; (2) collect data and information required related to the factor influencing the effectiveness of competency-based leadership education and training system in the development of apparatus resources in Kupang Local Government. This was a case study research with a qualitative approach. This research consists of research focus and sub-research focus. The research focuses are, among other things, (1) the effectiveness of education and training system, with sub-focus; (a) goal approach; (b) system approach; (c) strategic constituency approach. Another research focus is (2) Factors that influence the effectiveness of education and training. Kupang local government as a served party and other sides directly recognizing the employees' performance after completing education and training says that the result is not effective yet. The not effective yet a training system in a strategic constituency is due to the constituency expectation towards civil servant (PNS) after completing training, fair treatment and local politics.

KEY WORDS

Effectiveness, system, education, training, leadership, competency, human resources.

Getting a competent and quality apparatus must not be separated from the government role. It is like parents and children relationship, smart children must cannot be separated from a significant role of their parents, and likewise if want to have a government apparatus with good performance in carrying out duties and functions, so the government needs to give serious attention by providing education and training to all government apparatus which will serve as the spearhead of government functions.

Data of total participant who has both undergone or not Leadership Education and Training (LET) IV, III, and II as of 2015 until 2017 is as follows. In 2015, referring to the existing data in the recapitulation of the participant who has or not undergone LET program in 2015, total officials were 817, those who have completed LET by 307 and those who never undergone was by 507 officials. In 2016, total officials were 813, those who have undergone was 358 and those who never undergone was 455 officials. In 2017, total officials were by 932, those who have undergone was 419 and those who never undergone was 513 officials.

The data above shows that most of the officials who have had a position in the area of Kupang local government never received LET which becomes an absolute requirement to commence of assumption of position in order to improve the quality of service of apparatus to society. In Government Regulation No. 101 of 2000 on Education and Training of PNS Position, article 2 says Training program aims to: (1) Improve knowledge, ability, skill, and attitude to be able to professionally perform duties based on the characteristics and attitude of a PNS in accordance with institution demands; (2) Create an able-to-serve apparatus as an innovator and adhesive of National unity; (3) Stabilize attitude and spirit which is oriented to the service, guardianship, and community empowerment; (4) Create the similarity of vision and dynamic of mindset to perform general government task and development in order to realize a good government.

LITERATURE REVIEW

Effectiveness. The word effective is etymologically defined as successful or something done successfully or well. According to the Great Dictionary of the Indonesian Language, the word effective has several meanings, namely result, influence or impression, competent, able to bring result. In a popular science dictionary, effectiveness is efficiency, usability, supporting goal. Handoko (2001) proposes that “effectiveness is an ability to choose a right decision to achieve the set goal”. While Hodge and William (1984) define “effectiveness as a measurement of organizational success meant as an organizational ability to achieve all its needs”.

Stoner and Freeman (1996) state that organizational performance can be measured from two types of concept i.e. efficiency and effectivity. Efficiency is a relationship between input and output, which is an ability to reach an optimal output with certain input, while effectivity is an ability to choose and reach the right decision. For that matter, effectivity refers to the combination between human energy and machine power in order to achieve organizational purpose effectively. This means organizational purpose becomes the main concern of organizational member especially in terms of strategic decision-making in order to maximize goals and optimize goals. In this context, an organization is expected to bring outcomes in order to fulfill the needs of both internal and external (its environment) in the forms of society needs.

Table 1 - Factors Supporting Effectivity

Organizational Characteristics > Structure: • Decentralization • Specialization • Formulation • Control range • Organizational size > Technology: • Working unit size • Operation • Material • Knowledge	Environmental Characteristics > External: • Complexity • Stability • Instability > Internal: • Work-oriented • Centric worker • Legal compensation-oriented • Security vs risk • Openness vs security
Worker Characteristics • Relation to the organization • Interest • Working stability • Commitment Working Achievement • Motivation of goal and openness • Ability • Clarity of role	Policy and management practice • Strategic role compilation • Exploratory and utilization of resources • Creation of environments for achievement • Communication process • Leadership and decision-making • Innovation and organizational adaptation

Source: Steers (1985:209).

From the theory proposed by Steers, the researchers elaborate four factors that influence the effectivity related to the research carried out: (1) Organizational characteristics are a relative-permanent-relationship such as compilation of apparatus resources in a government organization, apparatus resources have a permanent relationship with government. (2) Environmental characteristics cover to two aspects. The first aspect is an external environment, which is environment out of organizational limits like government organization and truly influences on the organization, especially in terms of decision-making and action-taking. (3) Worker characteristics are the most influencing factor on effectivity. Inside of every human or individual will be found many types of difference, individual awareness of that difference is truly important in order to achieve the result of organization. (4) Management characteristics are a strategy and working mechanism designed to condition all things in an organization, so the effectivity will be reached.

Education and Training. Education and Training as one instrument which can improve Human Resources (HR) development are considered essential, given there are still a lot of

low HR qualities compared to other countries. In the middle of various sources of strength or different types of potential for a program that contains potential to bring organizational changes, so its critical issue is to how strong stimulants are from the regulation and training program is able to act as a “trigger” in the organizational changes or goal achievement that has been set.

Education and training is an effective management tool as a solution of individual performance problem due to individual ability alone in the form of inadequate knowledge and skill of an individual to finish his/her job in accordance with the set standard. According to Rivai (2003), education and training is a process that systematically changes attitude to achieve organizational purpose.

Atmodiwirion (2002) proposes two perspectives about education and training benefits, namely: (1) From individual perspective, whatever education and training will have benefits; (a) adding some insight, knowledge about organizational development both internal and external; (b) adding some insight about environmental development which truly influences organizational life; (c) add some knowledge in his/her duties area; (d) add some skills in order to improve his/her duties execution; (e) add some knowledge to how to communicate; (f) improve an ability to handle emotion; (g) improve a knowledge on how to lead. (2) For organization, benefits felt by organization is more limited than that of individual; (a) Preparing officials to commence of assumption of position which is higher than the position today; (b) adaptation towards changes in environment; (c) being a course for further development; (d) improving production ability; (e) improving organizational ability to create collaboration and working networking.

Competency is essential for an organization to be able to compete with other organizations. Wibowo (2008) explains that competency is an ability to perform a job or a duty laid on the skill and knowledge as well as supported by a working attitude demanded by that kind of job. Moreover, self-concept is an attitude, values or someone image. Confidence is someone belief that he/she can be effective in almost every situation which is also part of someone self-concept. Knowledge is information obtained by someone in a specific area. Knowledge is a complex competency. Skill is an ability to perform a certain physical or mental task. Mental competency or cognitive skill include analytical and conceptual thinking. Dessler (2006) defines “Competence as someone characteristics which can be shown, includes knowledge, skill, and attitude which can result in performance and achievement”. While according to Rampesad (2006) “Work-oriented competency is an ability, behavior or skill that have been shown to bring or predict advanced performance in a certain work”.

Development of Apparatus Resources. Development is one of the functions of management. Development is an important thing since there are job demands as a result of the globalization era. Public/government organization is not separated from the influence of globalization era that obligates government apparatus to give service in according to the society needs. Hasibuan (2002) proposes that “development is an effort to improve conceptual, theoretical, and technical skill, as well as employee moral in accordance with employment/position through education and training”.

Development Method of Human Resources. The implementation of human resources development actually should be based on the set methods in the development program of human resources. The development of human resources must set up first the target, time, process, and the method. Human resources development is intended as a facility to improve performance. Sedarmayanti (2010) shared human resources development method into 2 methods, namely: (1) On the job is a method of training conducted in a real working place and carried out while working, among other things; (a) Job rotation; (b) coaching; (c) apprenticeship/understudy; (d) demonstration and example. (2) Off the Job are among other things; (a) Education and training; (b) formal education.

METHODS OF RESEARCH

This was a case study research with a qualitative approach. This research was conducted at Kupang Local Government (both department, agency, office, Division, and Sub-

district). This research consists of focus research and sub-focus research. The research focus is among other things; (1) effectivity of training system, with a research focus, is; (a) goal approach; (b) system approach; (c) strategic constituent approach. Another research focus is (2) Factors that influence the effectiveness of education and training. Informant was determined using purposive sampling. Field data were collected using a deep interview and document study technique. Data that has been collected was then processed through data reduction, data presentation, and data interpretation (Miles and Huberman, 1994). The research result was then validated using the triangulation technique.

RESULTS AND DISCUSSION

Effectivity of Competency-Based Education and Training System in the Development of Apparatus Resources in Kupang Local Government. Goal approach was conducted by comparing between target and realization or what planned with achieved result. In an education and training system, goal approach is one of the important things to make us know the condition of apparatus after and before completing education and training, whether civil servants are ready to face quality improvement of apparatus resources and more productive to perform main duties and functions as well as being competent or not. In accordance with the explanation above, one of the important pillars of the effectivity of competency-based education and training system in a development of apparatus resources are goal approach. Without having a goal approach, so the effectivity of the implementation of education and training cannot be measured.

Based on the research result, goal approach in a competency-based education and training system in the development of apparatus resources are considered effective. However, there are still PNS individuals which have completed education and training but never realized and applied the purpose of education and training that they have received due to individual factor itself, bad working environment and inadequate facilities and infrastructures. An apathetic and lazy PNS will not be able to develop even though had undergone an education and training, this is due to the lack of self-awareness to grow and develop to be a good civil servant. Working environment also gives a contribution, having an apathetic leader or partner will have a bad impact on the certain civil servant, which finally will decline productivity. Facilities and infrastructures also play an important role in employee performance. Although PNS has a high spirit of working, if facilities and infrastructures are limited, it will decrease the spirit of working. They tend to be out of office and going back to the office to merely fill the list of attendees. It finally will decrease productivity which will impact on the regional improvement.

The research result finds that there is still a number of PNS in the area of Kupang Local Government who still have no responsibility to realize the purpose of education and training which result in to consider not effective yet. For that matter, in order to realize an effective and competency-based education and training system, so the purpose of the training itself should be clear.

The research result shows that undergoing an education and training can actually help us to achieve the target we set, for example finishing work, work quality is better than before, a number of duties finished is much more, saving more money, served parties feel satisfied, our absence in the working place is truly expected, for that matter the employee should be kept. However, a difference is also found in an individual having no good performance, so his/her absence in the working place will precisely cause his/her partner not convenient. Also, it is hard to assess financing since budget performance is measured by whether that budget runs out or not, so it can be almost predicted that there is no budget saving.

At this system approach, the researchers see it from three stages, which is the input stage does recruitment of training participant who fulfills all requirements stipulated in laws and regulations. During the process stage, participant shows high discipline, active participation in a discussion and duties/or practice finishing, during the output stage, the participant has passed with a good grade or even highest honor, and outcome stage of training in the working area gives satisfaction and recognition or achievement shown.

The research result reveals that the recruitment process has several problems as follows: Recruitment process is not in accordance with Ranking List (Daftar Urut Kepangkatan or DUK). This recruitment process is full of political content, like and dislike, collusion and nepotism. There is an employee who just served but has been registered to undergo education and training, meanwhile an employee who has served in years or even almost retire but never registered to undergo education and training; There is an employee who has completed selection to become a candidate of training participant but never been called to undergo it, even there is a participant who has completed selection since 15 years ago. There is an employee who has passed selection to receive training but then his name was missing. Selection result is also not transparent and the training undergone is no longer ladder.

A number of the findings show that this stage is considered not effective yet. There are still many PNSs at Kupang Local Government who never received education and training since the recruitment process does not go well. Therefore, the employee becomes apathetic with leadership training. Training does not guarantee that the employee will be able to commence of assumption of position.

The research result shows that PNS can follow all processes of training well due to receive a support from instructor having a good ability to teach, two-way communication and adequate materials, as well as right time allocation. From that research result, it can be known that there is an awareness of PNS to follow the process of education and training.

In relation to the leadership training, there is a difference in the training pattern i.e. old and new pattern. Output effectivity of an old training pattern must be different from the new one. In this research, informant which the researchers find is PNS who receive an old-fashioned training and the result reveals that the participant undergoing training has passed with a good and satisfactory score on average.

At outcome stage, the research result shows that there is an employee always showing a better performance than before, however there is also one or two whose performance is sometimes better or even similar to the previous one or even no improvement.

Wishes to create a competent and professional apparatus, apparatus with service and loyalty characteristics, as well as willingness to build the spirit of national unity is less considered by PNS who undergoes training, not all PNS is able to apply what he/she gets after completing education and training. There are still several individuals whose quality of work is still the same as the previous one. This is considered not effective since still found several PNSs who less aware of the importance of training. PNS's unconsciousness of the importance of education and training even though only a little is one of the inhibitory factors in the effectivity of education and training in Kupang Local Government. At system approach, the effectivity of the training system of Kupang district is also still various. This is due to the factor of local politics, like and dislike, collusion and nepotism.

Factors that Influence the Effectivity of Competency-Based Education and Training System in the Development of Apparatus Resources in Kupang Local Government. Being seen from the goal approach, inhibitory factor of the realization of the training purpose is the commitment factor. Employee who undergoes training shows commitment to do the training from the first stage until the end. Employee's commitment and seriousness to run the program of employee development through this training are also essential since without this matter, government programs in terms of community service, empowerment and development will not be achieved. In addition, a leader's commitment also plays an important role since he/she knows that a competent apparatus should pass this training program. Leader's commitment is shown by the existence of budget allocation for the needs of this training.

Discipline factor is the willingness of an employee to follow the process of training from the first until the end, this indicates that PNS truly realizes that it is essential or in other words, by completing training, PNS can improve their capacity as a professional employee in executing government tasks. At output stage, a factor that support is an employee with high integrity, this indicates that what government allocates will not wastefully since the budget

allocated to register PNS to undergo training is not small, so the expectation and reality can be balanced.

Input Stage/Recruitment Process - at input stage or recruitment process, the one who becomes an inhibitory factor is a local politics factor, like and dislike factor, and collusion and nepotism factor that causes employee recruitment of training participant candidate is not accordance with laws and regulations and not referring to the DUK, so the result will disappoint others.

Outcome Stage - At the outcome stage, the inhibitory factor is individual characteristics which are an apathetic, lazy and not serious employee to do all stages or training process, so the result will be not good. In addition, other factors which become inhibitory is the condition of a working environment which is not fully supported, for example, a careless leader, the limitation of facilities and infrastructures. Employee's seriousness to do training is high enough, but inadequate condition at working place will inhibit employee to work well because how serious employee works but not supported with the availability of facilities and infrastructure will not improve employee's performance.

CONCLUSION

Kupang local government as a served party and other sides directly recognizing the employees' performance after completing education and training says that the result is not effective yet. Training system in a strategic constituency which never applied well is due to the constituency expectation towards civil servant (PNS) after completing training, fair treatment, and local politics. In addition, there are two factors that influence the effectivity of training system, namely supporting and inhibitory factor.

SUGGESTIONS

The way to streamline competency-based education and training system considered from the inhibitory factor is:

Kupang Local Government through the Regent and a Vice Regent of Kupang District through the certain local government has to clear up the recruitment process of PNS of training participant candidate in accordance with applicable regulations, especially with a transparent and clean from collusion, nepotism process. To guarantee that correction, Regent and a Vice Regent need to do an adequate supervision of the recruitment process of training participant. If there is a deviation to requirements, it should be corrected soon.

In relation to the requirement, in the Regulation of LAN (The National Institute of Public Administration) head, one of the requirements is capable to speak English proven by a number of certificates. Therefore, Kupang Local Government needs to create a program of English Learning for PNS by having cooperation with a professional course institution, so the PNS who one day will undergo diklat has been fulfilled this requirement.

At outcome stage, the inhibitory factor is individual characteristics in which the employee is apathetic, lazy and not serious to do all stage or diklat process, so it will result in lack quality of work in the end.

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