



Human Resources Capacity Development at the Jeneponto Regency Community and Village Empowerment Office

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Abstract: Human Resources capacity building is the process of improving the abilities, knowledge, skills, and attitudes of individuals and groups in an organization. The goal is to improve quality, productivity, and competitiveness in achieving certain goals. The purpose of this study was to determine and analyze Human Resource Capacity Development at the Jeneponto Regency Community and Village Empowerment Office. This research uses a type of qualitative research with a descriptive approach. Data collection techniques using observation instruments and in-depth interviews. With data analysis techniques, namely: Data condensation, Data Presentation and Conclusion Drawing. The results of this study indicate that the Jeneponto Regency Community and Village Empowerment Office should be appreciated for its continuous efforts in improving the quality of human resources through education and training, learning assignments, and promotions and awards. These efforts demonstrate the local government's commitment in realizing good and accountable village governance, as well as encouraging the progress and empowerment of village communities. With structured and sustainable efforts, the Jeneponto Regency Community and Village Empowerment Office can continue to improve the quality of human resources and realize quality, effective, and accountable village governance, for the progress and welfare of village communities.

Keywords: Capacity, Development, Human Resources

1. Introduction

In the growing era of globalization, competition among organizations, both public and private, is increasing. Human resources are a key factor in the success of an organization, making Human Resource development and management crucial. Capacity building is an important concept that helps improve work productivity in the bureaucratic sector by enhancing the capabilities of individuals and work systems.

Capacity building is implemented at various levels and involves enhancing the capabilities of individuals and work systems. The aim is to ensure that individuals, organizations and systems can be used effectively and efficiently to achieve their goals. In the current development context, efforts are being made to create good governance, which aims to create the conditions of governance that all parties want and are able to overcome the challenges of the times.

Capacity building is an effort to develop strategies to improve government efficiency, effectiveness and performance. Capacity Building is a series of activities to improve abilities, skills, attitudes, and behaviors in a sustainable manner in order to achieve certain goals. It is considered effective to improve the performance of individuals, groups, and institutions or organizations. (Pratama et al., 2022).

This is in accordance with Government Regulation No. 59 of 2012 concerning the National Framework for Local Government Capacity Development article 2, which explains that the development of local government capacity aims to improve the performance of local governments in organizing government affairs which are their authority. The concept of Capacity Building is emphasized by Grindle (1997) focuses on three dimensions, namely human resource development, organizational strengthening;

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and institutional reform. These three dimensions are critical to creating an environment in which individuals and organizations can work better, adapt to change, and achieve set goals.

Humans involved in an organization are also considered as resources or drivers, and this reaffirms the "man behind the gun" philosophy, where the running of the organization is highly dependent on active human resources. The same applies to local governments, especially after the implementation of the regional autonomy policy. The logical consequence is that local governments, through their apparatus or human resources, are expected to be able to provide superior services to the community. These services include speed, accuracy, transparency, discipline, responsiveness, accountability, and competence in accordance with their field of work. (Muarsarsar, 2022).

Human resource development is considered increasingly important due to the demands of work or position, as a result of technological advances and increasingly fierce competition among similar organizations. (Kusumawati, 2022). Human resources (HR) are like the main cog in driving the organization to the peak of efficiency and competitiveness. As an integrated management, Human Resources carries crucial responsibilities in developing, assessing, and empowering employees to achieve organizational goals. For example, HR designs targeted training and development programs to hone employee skills, such as training in the use of the latest technology or leadership. This competency enhancement is key in maximizing performance and driving the organization to achieve competitive advantage or skill enhancement. The performance management function is another reflection of how important the role of HR is. Through a structured assessment and feedback process, HR is able to identify employees' strengths and weaknesses. This paves the way for continuous improvement and competency development. (Marayasa et al., 2023).

The existence of human resources in an organization is an added value for the organization itself. The success of an organization is highly dependent on the quality of the individuals in it. Human resources will reach their optimal potential if the organization is able to support their career development by considering their competencies. (Maulana, 2022). Typically, competency-based human resource development will increase employee productivity, which in turn improves work quality and provides satisfaction to customers, which benefits the organization. Human resource development is carried out to achieve organizational goals and objectives with predetermined performance standards. Individual competencies must be in line with the organization's vision and mission to support the organization's strategic performance. Therefore, individual performance in the organization is key in increasing organizational productivity. (Kasmawati, 2019).

Human resource development is a way for organizations to maintain the continuity of work of all parts of the organization. Organizations must be able to optimize the ability of their human resources in order to achieve the set goals. However, this is not an easy thing and requires a deep understanding of the organization, as well as a mature development strategy so that the organization's human resources can be used effectively according to their needs. (Yahya & Ahmad Yani, 2023).

The main role in every organizational activity belongs to human resources. As a key element, the successful implementation of organizational activities is largely determined by the quality of human resources. Organizations are required to continuously acquire, develop, and maintain quality human resources, following the changing dynamics of an ever-changing environment. (Paul, 2020).

Human resource development refers to a systematic effort to improve the competencies, knowledge, and skills of employees in an organization. (Riono, 2021). In an era dominated by innovation and rapid technological development, organizations must focus on people development as an integral part of their growth strategy. Through training, education, and work experience, HR can be improved so that employees are

able to face changes and contribute optimally in achieving organizational goals. (Purnaya, 2016)

Human resources that provide work, talent, creativity, and passion to the organization become the most valuable asset for an entity. Therefore, facing challenges related to people management is common in organizations. As a result, organizations need individuals who are capable of planning and executing their programs. This capability is influenced by the individual's abilities, competencies, and work productivity. (Damayanti, 2020).

The Jenepono Regency Community and Village Empowerment Office, which is a local government institution, also carries out capacity building, especially on human resource development. Because the effect of human resource capacity building on improving local government performance is very important.

Based on the performance report of the Jenepono Regency Community and Village Empowerment Office, the performance of the apparatus still shows gaps that need to be improved. This can be seen from the non-optimal implementation of their respective duties and functions, especially in the field of village administration. The lack of adequate knowledge, skills and attitudes is a major factor inhibiting the achievement of goals. On the other hand, the low understanding and capacity of village officials in carrying out their duties and functions as organizers of the Village Government and related to the implementation of Law No. 23 of 2014 concerning Regional Government and Law No. 6 of 2014 concerning Villages, also hampers the optimal implementation of these laws.

Efforts are made to minimize these factors and problems through the development of human resource capacity of village employees and officials. Human resource capacity building, especially in the context of professionalism of government employees, is a crucial aspect that must be considered in improving the quality of human resources in the government. Human resource capacity building for employees is one of the strategies to improve their skills and knowledge, so that they can carry out their duties professionally to support the achievement of the objectives of organizing new autonomous regions. All efforts to strengthen the human resource capacity of employees are directed at achieving optimal development and service to the community.

Based on previous research conducted by (Suherman, 2016) shows that the Strategy for Developing Competence and Quality of Apparatus Human Resources at the Yogyakarta Special Region Education and Training Agency has not fully run well. the strategy implemented is still formal so that it is still not optimal.

Similar to research Savitri et al., (2023) that HR development both formally and non-formally is very important for each individual labor or employee as well as the company. HR development is important to make workers or employees increase their abilities and knowledge so that the company is more competitive both internally and externally and helps build the company's image to a wide audience. It can be seen through research that the bureau or Umrah travel PT AR RAHMAH TOUR KENDAL has successfully implemented HR development. The results showed that HR development is important for companies to implement because it has a positive influence on the quality of service and company progress.

And research Herlina et al., (2022) Human resource development can act as an agent of change because it knows how to handle human resources which are valuable assets of the organization and drivers of change.

Human resource development is an important component in overall human resource management. Fundamentally, human resource development has a broad dimension that aims to increase the potential possessed by individuals as a step in increasing professionalism in an organization. Human resource development that is carried out in a directed and planned manner, and supported by good management, can help optimize the use of other resources. Thus, the management and use of organizational resources can be more efficient and effective. (Wibowo, 2021).

According to Noe et al. (2016) "Human Resource Development is a series of activities designed to improve the abilities, knowledge, skills, and attitudes of employees in order to improve individual and organizational performance." From a theoretical point of view, HR Development can be explained as a series of strategies and techniques to maximize the potential of employees so that they can achieve organizational goals more effectively. This process provides opportunities for employees to develop and improve competencies in various aspects of work that are relevant to them, including: 1) Ability. This involves improving an employee's ability to perform their tasks better. For example, through training in time management or effective communication skills, employees can become more productive in their work. 2) Knowledge. Enriching an employee's knowledge in areas relevant to their job. This can include knowledge of the company's products or services, recent developments in the industry, or the latest technological developments. 3) Skills. Development of specific skills required in a particular job. 4) Attitude. Improving employees' attitudes and work ethics to better fit the organizational culture and company values. Positive attitudes and energized employees can contribute to a harmonious and productive work environment. Thus, this definition confirms that HR development is a continuous and planned process to improve the competence and quality of employees in order to achieve superior performance, both in terms of individuals and the entire organization. (Sanusi et al., 2021).

According to Mathis and Jackson in Lubis & Haidir (2019) "Human Resource Development is a process that aims to improve individual capabilities through teaching, training, and learning so that they can contribute optimally to the achievement of organizational goals." This definition emphasizes efforts to improve individual capabilities through various teaching, training, and learning activities. The goal is for employees to make their best contribution towards achieving organizational goals. A proactive approach to HR Development involves assisting employees in developing their skills and knowledge, so that they can achieve better performance and add value to the organization.

Edwin B. Flippo explains that "Human Resource Development is a conscious effort to obtain, improve, and combine the quality of employees in an effort to achieve organizational goals." (Syarif et al., 2022). Meanwhile, according to Leonard Nadler, "Human Resource Development is a series of planned and continuous activities carried out by the organization to improve, create, and maintain individual and organizational capabilities in order to improve performance and achieve organizational goals". (Setyowati et al., 2021)

According to Noe et al. (2016) In his book "Fundamentals of Human Resource Management" presents several indicators of HR development such as increased competence, the level of employee participation in training and development, increased employee motivation, and career growth. DeSimone & Werner, (2006) suggests several indicators of HR development including the level of employee expertise, the level of employee mastery of their duties, the level of interpersonal skills, and the level of job satisfaction. The American Society for Training & Development (ASTD), now known as the Association for Talent Development (ATD), has proposed several HR development indicators that focus on training outcomes, such as improvements in employee knowledge, skills, and attitudes after participating in a development program. (Hasibuan, 2017).

According to Ulrich & Brockbank, (2005) leading human resource management experts, have emphasized the importance of value-based indicators in HR development. These indicators include employees' contribution to organizational value, their commitment to company goals, and the organization's ability to attract, develop, and retain high-performing employees.

Various ways that a company or agency does to develop human resources Siegar (2009) including : a) Education and Training. The process of human resource development is closely related to the concepts of education and training. Education and training are efforts to develop human resources, especially to develop intellectual

abilities and human personality. Education and training is a learning process in order to improve the ability of human resources to carry out their duties. b) Non-Training Activities. There are many development activities that can be carried out or followed either independently or organizationally by the institution or outside the institution. c) Learning Tasks. To create employees who have job competence, it is necessary to improve the quality of professional abilities in accordance with the requirements of their positions. One of the efforts to improve these professional abilities is through study assignments to attend formal education at accredited universities and institutes. d) Promotion. The importance of promotion for employees is as one of the "rewards" and "incentives" (stimulating rewards), the existence of this stimulating reward in the form of promotion can increase the work productivity of an employee. As one of the development efforts, promotion is expected by every employee wherever he is. Because with the promotion, employees will get material rights such as increased income, improved facilities, while non-material rights such as social status, a sense of pride (Monalis et al., 2020).

2. Materials and Methods

This research uses a qualitative method which is a research and understanding process based on a methodology that investigates a social phenomenon and human problems. While the approach used is a descriptive approach. Descriptive approach is data analysis carried out by collecting, managing and then presenting data from observations to facilitate the description of the object under study in the form of words and language.

The time in this research will be conducted from February 5, 2024 - March 18, 2024. The object of this research was carried out at the Jenepono Regency Community and Village Empowerment Service (DPMD). The focus of this research is Human Resource Capacity Development at the Jenepono Regency Community and Village Empowerment Office. Data sources, namely primary data, are data obtained directly from the source of the object of research and secondary data, namely supporting data for primary data obtained from literature materials such as documents and reports and other literature related to this research.

Researchers use various data collection techniques to obtain appropriate, relevant, and accountable data. The data collection techniques used in this research are Observation or Observation and Interview. In qualitative research, the data analysis model used by researchers is the interactive model of Miles, Huberman, and Saldana (2014: 12-14). Components in data analysis (Miles et al., 2014). as follows: a) Data Condensation; b) Data Presentation (Data Display) and c) Conclusions drawing.

3. Results and Discussion

3.1 Education and Training

Education and training is an important aspect in improving the potential of human resources, especially for employees of the Jenepono District Community and Village Empowerment Office and village officials. The main purpose of this training is to ensure that they have adequate skills to perform their main duties properly. The importance of quality and professionalism in governance cannot be ignored. The development and improvement of human resources is key in achieving effective, efficient and professional performance.

In this context, training is a key instrument in improving the capacity of individuals to carry out their professional and technical responsibilities. Although training efforts have been made by the Community and Village Empowerment Office, there are constraints regarding its accessibility, especially for employees who are not the Head of Office, Secretary, or Head of Division, due to budget limitations. However, specialized training for village officials is still conducted regularly.

The trainings are tailored to the needs of each field, such as institutional, socio-cultural, development, natural resources, and village development efforts. However, other obstacles such as the short duration and the lack of awareness of some

village heads regarding the importance of capacity building of village officials are challenges that need to be overcome. Although not yet evenly distributed, this effort shows a commitment to gradually improve the quality and capacity of village officials.

Funding for this training comes from the village budget (APBDes) and is conducted once a year. However, training materials need to be improved to better suit the needs and actual conditions of village officials.

3.2 Non-Training Activities

There are various development activities that can be carried out either independently or through cooperation with agency organizations or external parties.

The Jeneponto District Community and Village Empowerment Office makes every effort in order to develop human resources both for employees and for village officials. One of them is holding seminars or workshops that are relevant to their respective fields of work or development needs. The efforts of the Jeneponto District Community and Village Empowerment Office in developing human resources through seminars or workshops should be appreciated. This shows the commitment of the local government in improving the quality of village officials and employees, as well as realizing good and accountable village governance. One of them is a seminar on village financial management. Workshop on the preparation of village development plans (RPJMDes) and training on the use of information and communication technology (ICT) in village government.

Human resource development is the main key in achieving progress in various fields, including village governance. With qualified human resources, village officials and employees can perform their duties and functions better, resulting in quality public services and encouraging the achievement of development goals in the village.

3.3 Study Assignment

In order for employees to have qualifications that are in accordance with their duties and responsibilities, it is necessary to improve the quality of professional abilities in accordance with the requirements of their positions. One way to improve these professional abilities is by providing opportunities to attend formal education at universities and institutions that have recognized accreditation.

Learning assignments at the Community and Village Empowerment Office are one of the important strategies to improve the professional capabilities of employees according to the needs of their positions. Through learning assignments, employees have the opportunity to attend formal education at accredited universities and institutions, which will assist them in acquiring knowledge and skills relevant to their duties and responsibilities.

The learning assignment process usually begins with the identification of employee development needs based on job requirements and organizational priorities. After that, eligible employees will be proposed to attend the appropriate formal education program. This education program can be a bachelor's, master's, or special training program related to the field of community and village empowerment.

During their study assignments, employees conduct their studies independently. After completing their education program, employees are expected to apply the knowledge and skills gained to improve their performance in supporting community and village development and empowerment.

Thus, learning assignments at the Community and Village Empowerment Office are an integral part of the human resource development strategy that aims to increase the capacity of employees to carry out their duties effectively and professionally.

3.4 Promotion

Promotion is one of the important aspects of human resource management in government agencies. Fair and transparent promotions can increase employee motivation and morale, as well as create a sense of fairness and equal opportunity in the organization. Employees who want to get greater promotion opportunities need to

improve their performance and achievements, develop their qualifications and competencies, build good networks and communication, and maintain discipline and work morale, as well as physical and mental health.

Promotion at the Jeneponto Regency Community and Village Empowerment Office is a recognition of the achievement of desired performance or outstanding contributions made by employees. The form of promotion given is usually in the form of an award in the form of a promotion. However, it should be noted that in the context of the Dinas, the promotion system is not organized in the form of promotions, but rather the process is managed by the Jeneponto District Civil Service Agency.

However, it is important to note that rewarding and recognizing good performance remains an important part of an organization's culture. There are other forms of promotion that can be given to employees, such as increased responsibilities, project assignments, or opportunities for further training and career development.

Even if there is no promotion in the form of a promotion, rewards and recognition of employees' contributions are still important to motivate and strengthen their morale. This helps create a positive work environment where every employee feels valued and motivated to continue performing at a high level to achieve organizational goals.

4. Conclusions

The Jeneponto District Office of Community and Village Empowerment deserves appreciation for its ongoing efforts to improve the quality of human resources through education and training, study assignments, and promotions and awards. These efforts demonstrate the local government's commitment to realizing good and accountable village governance, as well as encouraging the progress and empowerment of village communities. With structured and sustainable efforts, the Jeneponto District Community and Village Empowerment Office can continue to improve the quality of human resources and realize quality, effective, and accountable village governance, for the progress and welfare of village communities.

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