



Individual Training Needs Analysis of Civil Servants (PNS) in Cigadung Village Cibeunying Kaler Districts Bandung City

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Abstract. The expected work ability of employees with unknown actual work abilities causes no appropriate training recommendations to be obtained. This study aims to identify the level of knowledge, skills, and attitudes and to analyze training needs of civil servants in Cigadung Village, Cibeunying Kaler District, Bandung City. The research method used is quantitative with a descriptive approach. The sample study were civil servants in the District, amounting to 7 (seven) people. Data collection techniques was conducted in the form of questionnaires and documentation studies. Data processing uses the Training Need Assessment Tools (TNA-T) method to determine the gap of work ability (KKJ) and personal work ability (KKP). Based on the results of the KKJ for each position, the result showed that the civil servants got a high ranking category. The positions of KKP as Secretary to the Village Head, Head of Government Section, and Head of the Social Welfare Section included in the ranking category, but there is a gap of more than one (>1). The KKP position as Head of the Economy and Development Division received a medium rating category. In KKP, the positions of Finance Manager and Government Administration Manager got high ranking categories with a gap of less than (<1). The training needs based on the analysis of the KKJ and KKP, were found for the positions of Secretary to the Village Head, Head of the Government Section, Head of the Economy and Development Section, and Head of the Social Welfare Section, namely Managerial Training and Technical Training.

Keywords: Training · Competence · Training Need Analysis

1 Introduction

Considering the government's efforts in realizing civil servants as part of bureaucratic reform, the issue of competence becomes very important to get attention. Cigadung Village, Cibeunying Kaler Subdistrict, Bandung City was formed based on the Law of the Republic of Indonesia Number 8 of 2005 concerning Amendments to Law Number 32 of 2004 concerning Regional Government, to accelerate the realization of community welfare through improving services, and community participation. The position, main tasks, functions, and roles of the village are directed at empowering existing human and natural resources, as well as existing potentials to be utilized for the welfare of the community.

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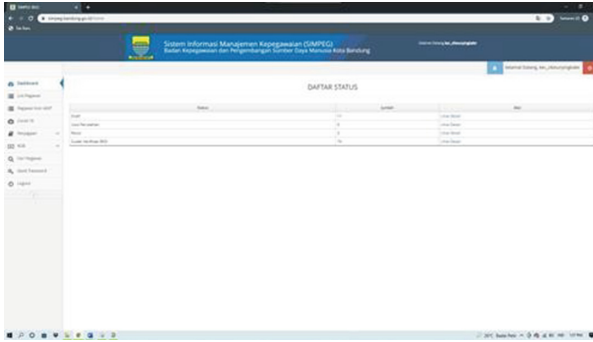


Fig. 1. Personnel Management Information System (SIMPEG) Bandung City personnel and human resources development agency.

The village apparatus in this case is the Civil Servant (PNS). Civil servants have the obligations to manage and develop their competencies based on Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Management of Civil Servants, to produce civil servants who are professional, have basic values, professional ethics, free from political intervention, clean from corrupt practices, collusion, and nepotism (Fig. 1).

In the implementation of Civil Servant Management which is regulated through Government Regulation of the Republic of Indonesia Number 11 of 2017 in Cigadung Village, Cibeunying Kaler District, Bandung City, based on data received by the author from simpeg.bandung.go.id, after the application of the above regulations found negligence on the rights and opportunities for competency development, this hinders the fulfillment of job competency standards and career development plans.

The competence of civil servants is divided into 3 (three) types, namely; Technical Competence, which means the knowledge, skills, and attitudes/behaviors that are observed, measured, and developed specifically related to the Technical Position field. These competencies are very much needed to carry out tasks such as carrying out public policies made by Civil Service Officers in accordance with the provisions of laws and regulations, providing professional and quality public services, and strengthening the unity and integrity of the Unitary State of the Republic of Indonesia. Therefore, competency development is carried out at least 20 (twenty) hours of lessons in 1 (one) year through education and or training, this is an effort to meet the competency needs of civil servants with job competency standards and career development plans. In overcoming this, it is important to apply a training needs analysis in Cigadung Village, Cibeunying Kaler District, Bandung City in order to obtain appropriate training recommendations for village officials, taking into account the gap in work skills in the implementation of job descriptions.

According to Situmorang [1] training needs analysis is very important in the training cycle, so it should be done before determining training, so the purpose of the training will be effective and efficient. However, based on the observations made to date, the preparation of the training needs analysis was not carried out by the Cigadung Village, Cibeunying Kaler District, Bandung City.

2 Literature Review

2.1 Human Resource Management

Organizational objectives could be achieved through carrying out human resources operational functions properly. It can be explained that human resource management is an activity that manages the relationship and role of the workforce in achieving common goals.

2.2 Job Analysis

Each position in the organization has different duties, functions, responsibilities and authorities which are clearly described in the job description. Job analysis is needed to define each job (position) needed by the organization in carrying out plans and achieving organizational goals. According to Sedarmayanti [2], collecting and analyzing information systematically about work and human labor needs, as well as the context in which the work is carried out is a job analysis. It is clear that job analysis is the activity of collecting and analyzing information related to positions in a systematic and orderly manner.

2.3 Employee Development

Basically development is an opportunity to assist employees in improving their competence which should be carried out continuously and integrated to obtain maximum results. Employee development itself is one of the operational functions of human resource management which can be given to new or old employees according to the needs of the organization. In addition, employee development can be carried out to anticipate future job demands to support work.

2.4 Training

According to Daryanto and Bintoro [3], training is a systematic activity to develop the competencies needed to carry out work, and is expected to affect work productivity which is increasing and has a good impact on the organization. According to Sofyandi [4], training is a program that is expected to provide stimulation/stimulus to employees to improve their ability to carry out work and gain general knowledge and understanding of the overall work environment and organization. Based on some of the definitions of training above, it can be concluded that training is an activity to develop employee competence which is expected to affect productivity and have a good impact on stakeholders.

2.5 Training Needs Analysis

Data collection is a very important process in determining training needs, so that training can help an organization to achieve its goals. Therefore the planning of the training program should be based on the results of the analysis of training needs.

According to Rivai and Sagala [5], training needs are a diagnosis to determine current problems and future challenges that must be faced at this time and future challenges that should be met by training and development programs.

2.6 Training Need Assessment Tool (TNA-T) Methods

Arep and Tanjung [6] explain that the TNA-T method is used to analyze the gaps between KKJ and MMAF, namely the ability to work in carrying out the job descriptions given. If the gap is caused by low competence, then the solution is training. There are advantages and disadvantages in using the TNA-T method. The advantage is that it reduces subjective judgments from the party assessing and being assessed, while the weakness is that if the assessor provides dishonest information it will result in a biased assessment.

The difference obtained from the calculation of KKJ and KKP is a lack of work ability that should be given training, in other words KKJ is KKP plus training. So, it can be concluded that the training was carried out to overcome the lack of work ability.

3 Research Methods

3.1 Research Design

This research uses a quantitative method with a descriptive approach. According to Arikunto [7], descriptive type research is a research that aims to explain circumstances, conditions, situations, events, activities, and others. In this case the research is non-hypothetical. The type of data obtained in this study is quantitative, because it uses a questionnaire as the main instrument so as to produce data in the form of numbers based on the results of measurements or calculations from civil servants in Cigadung Village, Cibeunying Kaler District, Bandung City as respondents.

3.2 Research Subjects and Objects

In this study, the quantitative data needed are KKJ and KKP. The population of this research is civil servants in Cigadung Village, Cibeunying Kaler District, Bandung City, amounting to 7 (seven) people. The sampling is done by saturated sampling technique. According to Sugiyono [8], saturated sampling is a sampling technique when all members of the population are used as samples. This is because the population is relatively small, which is less than 30 (thirty people).

There are 2 (two) sources of data used, namely primary data sources collected: civil servants in Cigadung Village, Cibeunying Kaler District, Bandung City, in this case referred to as respondents; secondary data sources, data that is directly collected as a support from the first source. It can also be said that data is arranged in the form of documents.

In this study, the authors carried out data collection techniques using questionnaires that is given to civil servants in the research locus.

3.3 Processing Techniques and Data Analysis

Training Needs analysis in this study uses the TNA-T method. The results of the questionnaire from data collection are used to assess the KKJ and KKP PNS. The steps needed in a training needs analysis according to Arep and Tanjung [6], consist of:

Develop Job Descriptions

Developing Instruments to Measure Work Ability. The subject analysis in this study can be seen in Table 1.

Carry Out Work Rating Measurements. Work rating measurement is carried out by ranking KKJ using a Likert scale with a value range of 1–9 which is divided into three ratings which can be seen in Table 2 [9].

The measurement of KKP will be given an assessment by PNS consisting of the Village Secretary, Head of Government Section, Head of Economic and Development Section, Head of Social Welfare Section, Financial Manager, and Government Administration Manager for their actual abilities, carried out by giving weight to the variable in question in the questionnaire, using a rating scale with the provisions in Table 3 [10].

Table 1. Subject analysis in this study.

No.	Position	Subject Analysis
1.	Village Secretary	Managerial Competence
		Technical Competency
2.	Head of Government Section	Managerial Competence
		Technical Competency
3.	Head of Economic and Development Section	Managerial Competence
		Technical Competency
4.	Head of Social Welfare Section	Managerial Competence
		Technical Competency
5.	Financial Manager	Managerial Competence
		Technical Competency
6.	Government Administration Manager	Managerial Competence
		Technical Competency

Table 2. Likert scale for position work ability.

Scale	Rating Category
1–3	Low
4–6	Medium
7–9	High

Table 3. Rating scale for weighting.

Weight	Category
4	Strongly agree
3	Agree
2	Disagree
1	Don't agree
0	Doubtful

Table 4. Category ranking for the value of the KKP variable.

Variable Value	Rating Category
0–1	Low (scale 1)
2–3	Low (scale 2)
4–6	Low (scale 3)
7–8	Medium (scale 4)
9–10	Medium (scale 5)
11–13	Medium (scale 6)
14–15	High (scale 7)
16–17	High (scale 8)
18–20	High (scale 9)

Weighting using this rating scale is carried out for each subject of analysis, then the weight value of each variable in one subject of analysis is changed to the KKP rating scale with the highest value 20 and the lowest 0 which are grouped into a low scale with a value of 0–6, medium with a value 7–13, and height with a value of 14–20, which is divided again as shown in Table 4 [9].

The distribution of this value is determined based on the consideration of the KKP rating scale on a scale of 1–9. The results obtained are then converted into the KKP rating scale pattern and compared with the KKJ assessment from superiors.

Processing and Interpreting Measurement Result Data. After completing the KKJ and KKP questionnaires, then processing the data using the TNA-T method with the following steps:

1. Determination of the average KKJ value is taken from the respondent's assessment of the work ability that must be fulfilled by an employee in a certain field in his position, using the formula:

$$KKJ = \frac{\sum_{i=0}^9 i.n_i}{N} \tag{1}$$

Information:

KKJ = Ability to work position

i = Scale Value

ni = Number of respondents who rate the scale i

N = Total Respondents

- The determination of the average KKP value is taken from the respondent's assessment of the actual work ability of an employee in a certain position and is calculated using the formula:

$$KKP = \frac{\sum_{i=0}^9 i \cdot n_i}{N} \quad (2)$$

Information:

KKP = Personal work ability

i = Scale Value

ni = Number of respondents who rate the scale i

N = Total Respondents

- Training needs are determined by calculating the difference between KKJ and KKP, if $KKJ - KKP > 1$ then training is needed.
- The training needs rating is determined using the Training Needs Rating (PKP) diagram, the PKP is determined by determining the intersection point between the KKJ and the KKP. The point of intersection of these two values will be located in fields A, B, C, or D based on the location of these intersection points, so training needs can be ranked based on the specifications of each field, as shown in Fig. 2 and Table 5.

Information:

A = KKP is far below KKJ (Area of critical training needs)

B = KKP and KKJ are not much different (Regions need training)

C = KKP and KKJ are balanced (training areas are sufficient)

D = KKP exceeds KKJ (Capability area for career development)

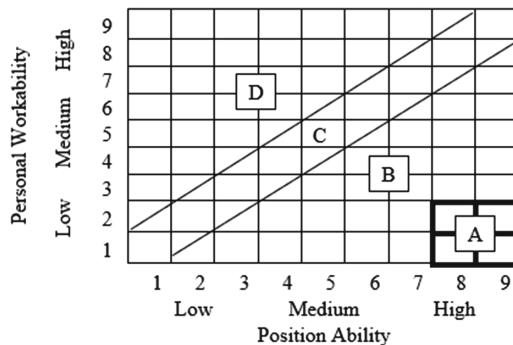


Fig. 2. Personal workability.

Table 5. An overview of the interpretation of the training needs rating diagram.

Location of the KKJ- KKP Intersection in the PKP Diagram	Balance between KKJ and KKP	PKP
A area	KKJ is far below KKP	Very urgent or very necessary for training
B area	KKJ and KKP are not much different	Urgent or need training
C area	KKJ and KKP are balanced	No need for training
D area	KKP equals or exceeds KKJ	Career development or advancement

4 Result and Discussion

Cigadung Village, Cibeuuying Kaler District, Bandung City was formed based on the Law of the Republic of Indonesia Number 8 of 2005 concerning amendments to Law Number 32 of 2004 concerning Regional Government, mandating the granting of broad autonomy to regions directed at accelerating the realization of community welfare through service improvement, empowerment, and community participation. Village Cigadung is led by a Lurah who supervises 42 employees in his organization which is spread over three fields: Government, Economics and Development, and Social Welfare.

This research uses an analysis of the characteristics of the respondents which include gender, age, education level, and years of service. In this study, there were seven respondents:

1. Lurah to measure the KKJ of all employees,
2. Secretary of the Lurah to measure the Financial Management KKJ and measure the KKP,
3. Head of the Government Section to measure the Manager’s KKJ Government Administration and measuring KKP,
4. Head of Economic and Development Section,
5. Head of Social Welfare Section,
6. Financial Manager,
7. Government Administration Manager to measure KKP.

KKJ is the work ability of employees expected by the company that should be owned and fulfilled by employees.

The instrument was developed using a questionnaire containing job description data to assess the subject of the analysis consisting of KKJ and KKP. KKJ contains an assessment of the subject of analysis whose assessment is carried out by a superior, while the KKP contains an assessment of the subject of analysis on the actual work ability of subordinates/employees.

The KKJ score was obtained from the results of filling out the questionnaire by all respondents (Table 6). The assessment consists of a low rating with a scale of 0–3, a medium rating on a scale of 4–6, and a high rating on a scale of 7–9, then each rank has an indicator that states the knowledge and skills possessed by employees.

The results of the KKJ data processing carried out, in the table, it can be seen that the KKJ scores which consist of managerial competence and technical competence are

Table 6. Table of gap work ability (KKJ).

No.	Position	Analysis Subject	KKJ value	Rating Category
1.	Secretary of the Village	Managerial Competence	9	High
		Technical Competence	8	High
2.	Head of Government Section	Managerial Competence	8	High
		Technical Competence	9	High
3.	Head of Economic and Development Section	Managerial Competence	8	High
		Technical Competence	9	High
4.	Head of Social Welfare Section	Managerial Competence	8	High
		Technical Competence	9	High
5.	Financial Manager	Technical Competence	8	High
6.	Government Administration Manager	Technical Competence	8.5	High

all in the high ranking category. This means that in carrying out each job description requires good managerial competence and technical competence.

The KKP score is obtained from the assessment of a questionnaire consisting of two analysis subjects given to the Secretary of the Village Head, Head of the Government Section, Head of the Economic and Development Section, Head of the Social Welfare Section, and one subject of analysis given to the Financial Manager and Government administration manager. The scale and rating categories for MPAs consist of low ratings on a scale of 0–3, medium ratings on a scale of 4–6, and high ratings on a scale of 7–9. The following is the scale, ranking, and indicators of the MPA which can be seen in Table 7.

The KKP value in the table illustrates that the work ability of the Secretary, Head of the Government Section, Head of the Social Welfare Section, for the subject of managerial competency analysis and technical competence is in the high ranking category. It indicates that the work generally does not require repairs/corrections, they feel very satisfied with themselves, do not need guidance, and they are also seen as experts. The work ability possessed by the Head of the Economic and Development Section for the subject of analysis of managerial competence and technical competence is in the medium category. It indicates that the results of his work require a little improvement (not much), feel that he is sufficient, but not excessive, requires guidance but gradually able to work alone, and by others his skills are considered sufficient. Also, the work ability of the Financial Manager and Government Administration Manager for the subject of technical ability analysis is in the high ranking category, the indication is that the work generally does not require improvement/correction, feels very satisfied with himself, does not need guidance, and is seen by others as expert or can train.

The gap analysis between KKJ and KKP shows that the result of the difference between KKJ and KKP is worth (> 1), then the subject of the analysis indicates the need for training. The subject of the analysis with the result of the difference in value (> 1) at the

Table 7. Table of personal work ability value (KKP).

No.	Position	Analysis Subject	KKP Value	Rating Category
1.	Secretary of the Village	Managerial Competence	7	High
		Technical Competence	7	High
2.	Head of Government Section	Managerial Competence	7	High
		Technical Competence	8	High
3.	Head of Economic and Development Section	Managerial Competence	6	Medium
		Technical Competence	5	Medium
4.	Head of Social Welfare Section	Managerial Competence	7	High
		Technical Competence	7	High
5.	Financial Manager	Technical Competence	8	High
6.	Government Administration Manager	Managerial Competence	8	High

Secretary of the Village Head, managerial competence and technical competence. The Head of the Government Section: managerial competence and technical competence, t the Head of the Economic and Development Section: managerial competence and technical competence, in the position of Head of The Social Welfare Section includes managerial competence and technical competence.

The results of research show that in the positions of Secretary of the Village Head, Head of Government Section, Head of Economic and Development Section, Head of Social Welfare Section still require training in managerial competence and technical competence, while for positions Financial Managers and Government Administration Managers show that the training has been sufficient. So, to improve work skills, training can be carried out. Training can run effectively and efficiently, as well as on target, if a training needs analysis is carried out first. Training priorities can be identified based on the value of the gap between KKJ and KKP.

5 Conclusion and Recommendations

Training needs analysis has an important role in implementing a training because it determines its effectiveness and efficiency in achieving goals. Based on the results of the Individual Training Needs Analysis in Cigadung Village, Cibeunying Kaler District, Bandung City, it can be concluded that:

The level of knowledge, skills, and attitudes possessed by civil servants in Cigadung Village, Cibeunying Kaler District, Bandung City, based on the results of the KKJ for each position with the subject of managerial competency analysis and technical competence getting a high ranking category. At the KKP for the position of Secretary of the Village Head, Head of Government Section, Section Head.

Social Welfare with the subject of analysis of managerial competence and technical competence gets a high ranking category, but there is a gap between KKJ and KKP

of more than one (1) (>1). At the KKP for the position of Head of the Economic and Development Section with the subject of analysis of managerial competence and technical competence, he received a medium rating category. This shows that training is needed to improve knowledge, skills, and attitudes in their work. In the positions of Financial Manager and Government Administration Manager with the subject of technical competency analysis, they get a high ranking category, with the gap between KKK and KKP of zero (0) and zero point five (0.5) this shows that training is not necessary.

The implementation of training carried out by organizations or companies should conduct a training needs analysis first, not based on the wishes of employees or invitations received from other organizations with the assumption that the training is appropriate to be given. By doing a training needs analysis, it will be possible to know the type of training needed by employees and their priority level. The implementation of training should also be carried out on an ongoing basis as in the rules of Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Management of Civil Servants, which is carried out at least 20 (twenty) hours of study in 1 (one) year to develop their work abilities.

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