

# Descriptive Analysis of Human Resource Development Through Motivation and Training as Well As Supporting and Inhibiting Factors

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## Abstract

The purpose of this study is to describe and analyze the factors inhibiting and supporting human resource development at the Kerta Buana Village Office, Tenggaraong Seberang District, Kutai Kartanegara Regency. The research method used in this study is a qualitative descriptive research approach. In this study, researchers used information as a source to obtain data. Primary data is data obtained from information while secondary data is data obtained from documents at the research location. In this study, researchers used interactive model data analysis from Milles and Huberman. Based on the results of research in the field that the Development of Human Resources in Public Implementation at the Kerta Buana Village Office, Tenggaraong Seberang District, Kutai Kartanegara Regency, shows that the motivation given to village officials/staff by the village head is to encourage the improvement of education from senior high schools to a higher level, namely universities and training held by the District Government through the District Government followed by the Village Government with sending its staff to always attend training by providing opportunities to attend training in order to develop and improve knowledge in public services through training on archive governance, making rural regulations and developing technology in the field of e-administrative applications while supporting and inhibiting factors for human resource development at the Kerta Buana Village Office, Tenggaraong Seberang District, are the facilities owned by the Village Office such as service counters, facilities and infrastructure.

*Keywords:* Human Resource Development, Motivation, Training, Supporting and Inhibiting Factors

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## 1. Introduction

The 1945 Constitution mandates that the state is obliged to serve every citizen and the population meets its basic needs in order to improve the welfare of society (Hayat, 2014, 2016). In meeting the basic needs of the community, the government is obliged to provide and provide services, especially those concerning the lives of many people (Pangestuti & Husniaty, 2021; Rahmad, 2015).

The government apparatus, which provides public services must be based on duties and responsibilities, so it is necessary to hold service improvements (Wirijadinata, 2020). Public service is the strongest benchmark for government performance. The whole community can directly assess the performance of the government based on the services received. Good service is reflected in the faster and more accurate the service provided; the quality of service will be good (Rohayatin et al., 2018; Wirijadinata, 2020).

Public service is always associated with an activity carried out by a certain person or group of people or agencies in order to provide assistance and convenience to the community in order to achieve certain goals (Kurniawan, 2016). But in reality, the services provided by the government take the form of a bureaucracy (Rohayatin et al., 2018). The bureaucracy in question is to carry out the general tasks of government, often articulated differently by society. Bureaucracy in carrying out government and development tasks, including the implementation of public services, the process of implementing it always takes a long time and is convoluted. (Pangestuti & Husniaty, 2021)

Since the reform era, the government has been committed to improving the professional public service system, and this has often been conveyed by central and local officials as a form of government obligation in fulfilling people's rights (Pangestuti & Husniaty, 2021; Rahmad, 2015). The condition of this change is certainly inseparable from the role of the apparatus in improving or developing human resources as implementers. As an effort to improve the

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quality of public services, it is considered necessary to increase the capacity of service human resources, considering that the human resources (HR) of the service apparatus have a strategic role as a *driver (key leverage)* of bureaucratic reform (Rohayatin et al., 2018; Wirijadinata, 2020).

The development of human resources (apparatus) is directed to realize professional, neutral and prosperous human resources (Andhika, 2018). This indicates the increasing importance of efforts to develop the capacity of the apparatus as a service provider. Not only the development of human resources is prioritized but also the availability of facilities and infrastructure including information technology (Andhika, 2018). Therefore, human resources as the key to the success of organizational performance in particular government organizations (Fa et al., 2019; Maulidyah et al., 2019; Purdianto, 2021; Soeherlan S, 2019; Supriatin & Suhendra, 2021).

To support the development of human resources in providing services, they must have competencies in accordance with their fields. Human resources (HR) who work in public service units / organizations are not only required to have technical expertise and skills and mastery of the underlying laws and regulations, but more importantly, a mental attitude and good behavior are needed, friendly in serving, honest, dexterous and responsible (Handayani et al., 2020; Purdianto, 2021; Rohayatin et al., 2018; Thamrin, 2021; Wirijadinata, 2020). Considering that the people served will not care about what are the obstacles and obstacles in working, will not care about the personal problems of employees, but they only care about what they need to be served properly, easily, quickly, cheaply (Kurniawan, 2016; Roman Hadi Saputro & Safriansyah, 2021; Runi, 2020; Wirijadinata, 2020).

Community satisfaction can be achieved if the human resources (HR) directly involved in the service can understand and live and want to provide quality services (Kurniawan, 2016). In order for human resources (HR) services to truly support the improvement of service quality, it is necessary to manage human resources (HR) services properly, including in terms of identifying the needs of human resources (HR) needed in order to provide services in accordance with predetermined service standards, especially related to competencies and qualifications for each role that will be played in each service process. In addition, it is also necessary to identify the needs of human resource development (HR) and its planning, development of service ethics that are needed so that employees remain within the predetermined limits in providing services (Adni, 2021).

To improve human resources, it is not only required to improve the welfare of employees but also a need to improve employee welfare considering that welfare has a strategic relationship in providing quality services (Pangestuti & Husniaty, 2021). Therefore, there is a need for an incentive system for service personnel who show high performance. It is not the case with village officials who have to uphold their performance as state servants in the regions. In carrying out its performance, the village apparatus must be in accordance with the guidelines of the constitution or legislation that has been established to manage and carry out services in the village (Pangestuti & Husniaty, 2021).

To be able to carry out the duties of the village government organizers equipped with supporting facilities and infrastructure including the completeness of the organizational structure in which there is a village government apparatus with duties and functions inherent in each member (Thamrin, 2021). The village government through the apparatus in providing services to the community will be very dependent on the results of work in the form of providing services (Tamaka, 2021; Wirijadinata, 2020). In providing servants, it depends not only on human resources but also on the other side, namely managerial and leadership abilities that must be possessed by each apparatus (Rahmad, 2015).

If the village government has provided maximum service, the function of public services will be conveyed to the community. It is not the case with the Kutai Kartanegara Regency Government which has the responsibility of providing services to the community. The Kutai Kartanegara Regency Government has several sub-districts and villages. One of them is Kerta Buana Village, Tenggarong Seberang District, which was authorized by the Regent through Kutai Kartanegara Regency Regional Regulation Number 10 of 2010 concerning the Formation, Elimination and Merger of Villages. Even though on the natural resources side of Tenggarong Seberang there are many advantages, on the other hand, masih experiences shortcomings, especially the quality of human resources (apparatus) is still limited. With these limitations, the Kerta Buana Village government, Tenggarong Seberang District, Kutai Kartanegara Regency, can develop human resources in the context of the effectiveness of government implementation in providing services.

In this regard, the Kerta Buana Village government, Tenggarong Seberang District, as a technical implementing element that has an important role in realizing the vision and mission set by the Village government, especially regarding public services. This is not realized without being supported by quality apparatus human resources. Based on the problems described above, the researcher conducted a study with the aim of describing and analyzing the

inhibiting and supporting factors for human resource development at the Kerta Buana Village Office, Tenggara Seberang District, Kutai Kartanegara Regency.

## 2. Research Methods

### 2.1. Types of Research

In a study usually use a certain type of research that is considered the most appropriate by the researcher, so to classify a study becomes easier. In this study, the study used qualitative descriptive research. In accordance with the title studied, this research needs to be described and sorted in detail regarding the problems that occur at this time.

Qualitative research methods are often referred to as naturalistic research methods because the research is carried out in *natural conditions* (Sugiyono, 2016). Meanwhile, it is stated that descriptive research has the following characteristics Nawawi (2015):

- 1) Focusing attention on problems that exist in the present (during research) or problems of an actual nature.
- 2) Describes the facts about the issue under investigation as they are with rational interpretation.

Thus, descriptive research is one that is carried out systematically, factually, about facts and is of a population or a specific object without making comparisons with other variables.

### 2.2. Data Types and Sources

Data sources are subjects where data can be obtained to make it easier to classify data. In this study, researchers used information as a source to obtain data. Information is obtained from both primary data and secondary data. Primary data is data obtained from information while secondary data is data obtained from documents at the research site. A document is a record of an event that has already passed, a document can take the form of writings, drawings or monumental works of a person (Sugiyono, 2016).

The types of documents or data in this study are:

#### 1) Primary Data

Primary is data obtained through respondents by conducting questions and answers directly to *key information* and information using interview guidelines in accordance with the research focus prepared by the researcher directly.

In this study, the *key informant* was the Village Head, while the informant in this study was the Village Secretary, Kaur Government, staff of the Kerta Buana Village Office, Tenggara Seberang District, Kutai Kartanegara Regency.

#### 2) Secondary Data

Secondary data is data that is first collected and reported by people or agencies outside of their own research, even though what is collected is actually original data, as for the secondary data that the researcher has collected, namely:

- a. Documents, archives and reports contained in the research site.
- b. The reference books contained in the library are in accordance with the research.

### 2.3. Data Collection Techniques

In this study, the reference for data collection that researchers use is as follows:

#### 1) Literature Research

Data collection by conducting library studies includes reading literature books, papers and notes that are treated to collect theories relevant to the problem under study.

## 2) Field Research

Research by conducting direct investigations into the field, which is obtained through:

- a. Observation, which is a data collection technique carried out by researchers through observations on the condition of the Kerta Buana Village Office, Tenggara Seberang District, Kutai Kartanegara Regency.
- b. Interviewing, which is a data collection technique in which research in collecting asks a question.
- c. Documentation, is the collection of secondary data, in the form of decrees, archives, documents, as well as photos of the state of the research site taken by the researcher while in the field.

### 2.4. Data Analysis

In this study, researchers used interactive model data analysis from Milles and Huberman (Sugiyono, 2016), as follows:

#### 1) Data Collection

Data collection is a process of collecting the first data that is still raw and then collected in a study.

#### 2) Data Reduction

Reducing data means summarizing, choosing things that focus on the important things, looking for themes and patterns. The process of selecting, focusing, simplifying, abstracting, and or transforming data that approaches the entirety of written field notes, transcripts, interviews, documents, and other empirical materials.

#### 3) Data Display (Presentation of data)

As a set of appropriate information provides for the possibility of drawing conclusions from the information and taking actions. The presentation of this data is aimed at simplifying complex and easy-to-understand information.

#### 4) Conclusion Drawing/Verification

Conclusion drawing is data that has been processed or compiled, then, a conclusion or meaning is drawn from the data that has been simplified to be presented as well as to predict it through observation from the data that has occurred.

## 3. Results and Discussion

### 3.1. Motivation

The high motivation possessed by employees encourages employees to be faster and more earnest in learning behavior, knowledge, skills, ability to adapt to the organization (Puspitawaty, 2020). The motivation arises from self-drive (internal) as well as impulses from outside himself (external). External motivation arises from the existence of employee welfare programs, salary will increase, and various other incentives. Human resource development must be related to employee motivation, so that employees will be well involved in the process of human resource development (Puspitawaty, 2020).

The performance of government apparatus resources will be good if he has high skills and expectations that can create motivation for a person to be willing to carry out work activities with good performance (Riniwati, 2011; Zuhri, 2020). Motivation questions how to direct the potential and potential of subordinates in order to be able to work together productively and successfully achieve and realize predetermined goals (Amirudin, 2019a). The importance of motivation because there are things that cause, channel and support human behavior in order to be active and enthusiastic about achieving optimal results (Riniwati, 2011).

To find out the development of human resources in the implementation of public services in Kerta Buana Village, Tenggara Seberang District, Kutai Kartanegara Regency, researchers held an interview by asking several questions to key informants.

The results of an interview with the Head of Kerta Buana Village, Mr. I Dewa Ketut Adi Basuki, stated that:

*"The Kerta Buana Village Government has several strategies in human resource development, one of which is to motivate employees to improve education or skills. But not only that, the Kerta Buana Village Government also teaches about loyalty and gives appreciation and praise to every employee who produces good work. It is hoped that in the development of education and skills and the award or praise can aim to be better in providing services to the community and realizing more effective and efficient services".*

To strengthen the results of this study, the researcher conducted interviews with informants including the Secretary, Kaur of Government and staff of Kerta Buana Village, Tenggara Seberang District. According to the Village Secretary, Mr. Hary Kurnia Wibawa, SH, stated that:

*"The Kerta Buana Village Government, Tenggara Seberang District, has a strategy in developing human resources in the implementation of public services, namely by improving education and skills for all employees. Every employee is given the opportunity to improve education to a higher level and follow some skills both organized by the village government and the sub-district government and the district government can help us as Village officials. Not only that, it is the village government's strategy but also provides motivation in the form of awards in the form of praise, charters and others so that employees are better at providing services to the community and can promulgate the vision and mission of the Kerta Buana Village government, Tenggara Seberang District. After getting motivation both in the form of training, skills and others can be seen by the results of the work achieved".*

Furthermore, according to Kaur Government Mr. I Putu Ardana, SH. States that:

*"We as part of the Kerta Buana Village government, Tenggara Seberang District, have implemented a jointly established strategy for the development of human resources in the implementation of public services in the form of improving education and participating in training so that we can better carry out work. Not only the education and skill development we got but also other motivations including awards. So that employees are more responsible in completing their responsibilities."*

The results of the next interview with one of the staff of Kerta Buana Village, Tenggara Seberang District, namely Mrs. Siti Qomariah stated that:

*"The development of human resources in the form of improving education and work ability by following the skills provided by the Kerta Buana Village government, Tenggara Seberang District, to staff is very helpful for staff in completing the work of government servants, especially in providing services to the community. With this motivation, I as a village staff am very happy and can further improve performance as a responsibility".*

In every organization, motivation is very important so that staff / employees / employees who work can be more active, diligent and enthusiastic in working because they have motivation both from the leadership and in themselves to work so that the goals to be achieved get maximum results.

From the results of the study, it was found that the Head of Kerta Buana Village, Southeast Seberang District, Kutai Kartanegara Regency, for the development of human resources in the implementation of public services has been carried out by establishing several strategies, one of which is motivation, where the motivation is in the form of improving education and skills provided to every government apparatus that has the opportunity to be even better (Amirudin, 2019b, 2019a; Zuhri, 2020).

Developing human resources through education and skills can help village government officials so that work can be completed more quickly and effectively, and can support work and be useful in developing skills that have been carried out to carry out their responsibilities as public service providers at the Kerta Buana Village Office, Tenggara Seberang District, Kutai Kartanegara Regency.

The form of motivation provided by the village government is through increasing education to a higher level, namely formal education such as high school to college. This is done in order to support the ability of the village government apparatus itself. In addition to providing opportunities in the formal education rankings of the Kerta Buana Village

government, Tenggara Seberang District, Kutai Kartanegara Regency, it provides opportunities for village officials to improve skills organized by the village government as well as the sub-district and district governments.

### 3.2. Training

The next human resource development strategy that can be done is to hold a training program. Training is an activity designed to develop human resources through a series of identification activities, assessments and planned learning processes (Bariqi, 2020; Cahya et al., 2021). This is done through efforts to help develop the necessary capabilities in order to be able to carry out the task, both now and in the future (Bariqi, 2020; Sugandha et al., 2019). This means that training can be used as a means that serves to correct organizational performance problems, such as effectiveness, efficiency and productivity (Jumantoro et al., 2019). Training is also a learning effort organized by organizations both governments with the aim of meeting the needs of the organization and achieving organizational objectives (Sugandha et al., 2019).

To find out the development of human resources in the implementation of public services in Kerta Buana Village, Tenggara Seberang District, Kutai Kartanegara Regency.

*"The Kerta Buana Village Government has conducted training for all village officials in the form of training in the preparation of Village Regulations, preparation of manuscripts and archives. not only that but also related to services in the form of technology training related to service activities at the Kerta Buana Village Office. After the village officials receive training carried out by the village government itself as well as the sub-district and district governments, they can improve their performance in providing services to the community to realize the vision and mission of the village government".*

To strengthen the results of this study, the researcher conducted interviews with informants including the Secretary, Kaur of Government and staff of Kerta Buana Village, Tenggara Seberang District.

According to the Village Secretary, Mr. Hary Kurnia Wibawa, SH, stated that:

*"The Kerta Buana Village Government, Tenggara Seberang District, has provided an opportunity for village officials to develop human resources in the form of administrative and technological training, it really helps us in carrying out our duties and responsibilities as a village apparatus that provides servants to the community".*

Furthermore, according to Kaur Government Mr. I Putu Ardana, S.H. Stated that:

*"The training given to us is very useful in improving the ability to complete the work given to us as a village apparatus that provides services to the community better. The training we get is in the form of drafting village regulations, SOPs and archives to make it easier for us to work."*

The results of the next interview with one of the staff of Kerta Buana Village, Tenggara Seberang District, namely Mrs. Siti Qomariah stated that:

*"As village government staff, they have attended training in the form of both related to administration and technology. The training really helped us as village staff to improve public services as a responsibility".*

Based on the results of data collection in the form of recording documents and interview results obtained from key informants and informants about the training carried out by the apparatus and how the benefits obtained after conducting the training. The performance of the apparatus before participating in the training program can be said to be still standard and not so fruitful, many apparatuses are stagnant in carrying out their work, one of which is in completing their work, and after the apparatus follows their training, it is easier, and better and more confident in working (Jumantoro et al., 2019; Sugandha et al., 2019). The apparatus has an increased understanding of its work such as the ability to use a wide variety of training tools (technological tools), being able to perform work with a more regular work model according to procedures (steps), as well as having varied work abilities (Riniwati, 2011).

The training provided as a form of human resource development provided by the Kerta Buana Village government, Tenggara Seberang District, Kutai Kartanegara Regency, to the village apparatus is urgently needed. The training is

in the form of preparing village regulations, manuscripts of village government activities, archives, technology and others related to the implementation of village government administration. The training is provided so that village officials can be more responsible in carrying out their duties as service implementers.

By conducting training, the village will work better in terms of quantity and quality of its work as well as the satisfaction of the apparatus itself (Jumantoro et al., 2019; Sugandha et al., 2019). Training provides progress or benefits for the Kerta Buana village government in providing public services (Sugandha et al., 2019). Therefore, training should be carried out periodically and knowledge through internal training and external training. This is important to support the achievement of the vision and mission and objectives of the Kerta Buana Village government, Tenggara Seberang District, Kutai Kartanegara Regency

### *3.3. Supporting Factors and Obstacles to the development of human resources in the implementation of public services in Kerta Buana Village, Tenggara Seberang District, Kutai Kartanegara Regency.*

Every human being in an organization must experience some supporting factors and inhibiting factors. It is also not the case with the Kerta Buana Village Government, Tenggara Seberang District, Kutai Kartanegara Regency in developing human resources in the implementation of public services.

To find out the supporting factors and inhibiting factors for human resource development in the implementation of public services in Kerta Buana Village, Tenggara Seberang District, Kutai Kartanegara Regency, the researcher held an interview by giving questions to key informants as follows "What supporting and inhibiting factors are experienced in carrying out motivation and training in the development of human resources in public services at the Karta Buana Village Office, Tenggara Seberang District. Kutai Kartanegara Regency?". The results of an interview with the Head of Kerta Buana Village, Mr. I Dewa Ketut Adi Basuki, stated that:

*"The supporting factors for the development of human resources in the implementation of public services are the facilities and infrastructure owned by the village government itself. Not only that, the sub-district and district governments facilitate all activities, for example being a resource person for a trainer. For the inhibiting factor is the limited ability of the apparatus to be in the form of an educational level that is only a high school graduate so that to understand the training is too late. In addition to the ability of the name village apparatus in terms of funds, it is still not fully able to meet human resource development activities in the Kerta Buana Village Government area, Tenggara Seberang District."*

To strengthen the results of this study, the researcher conducted an interview by giving the following questions to informants including the Secretary, Government Kaur and staff of Kerta Buana Village, Tenggara Seberang District, "What supporting and inhibiting factors are experienced in conducting motivation and training in human resource development at the Karta Buana Village Office, Tenggara Seberang District, Kutai Kartanegara Regency?" According to the Village Secretary, Mr. Hary Kurnia Wibawa, SH, stated that:

*"The supporting factor for the Kerta Buana Village Government, Tenggara District, in developing human resources as the implementation of public services is the existence of facilities and infrastructure as well as support from the district government and the Regency Government. As for the inhibiting factor, it is still a lack of understanding of the apparatus in receiving the training results perfectly because it is only a high school graduate. The funds owned by the Village government for the development of human resources in the implementation of public services are still limited so that not all activities are carried out"*.

Furthermore, according to Kaur Government Mr. I Putu Ardana, SH. States that:

"The supporting factors of the Kerta Buana Village government for the development of human resources in the implementation of public services are the facilities and infrastructure owned, while the inhibiting factor is the level of education of the village apparatus and the funds owned by the village government so that they cannot carry out all the activities that have been planned or determined"

The results of a subsequent interview with one of the staff of Kerta Buana Village, Tenggara Seberang District, namely Mrs. Siti Qomariah, stated that:

*"For us as village officials, the supporting factor is the concern of the leadership to provide motivation by providing opportunities to take part in education to a higher level, skills and training. After taking the course, my ability to complete tasks increased. By participating in seminars or workshops, my knowledge and skills also increase, so that the work can be completed faster and the results are better, there are not many mistakes like before taking the course so that we can improve our work ability to provide services to the community more effectively and efficiently. the factor that hinders the development of human resources in the implementation of public services is that we are aware of the education we have so that we do not fully understand the training or skills provided. But we still try our best".*

There are many forms of supporting factors in the development of human resources in the implementation of public services in Kerta Buana Village, Tenggara Seberang District, Kutai Kartanegara Regency, namely the facilities and infrastructure owned by the Kerta Buana Village Government. Not only from facilities and infrastructure but also support from the sub-district government and the Kutai Kartanegara Regency government itself.

This is also supported by the government's concrete actions in realizing this development, namely by providing opportunities for apparatus to continue their education to a higher level in accordance with the qualifications referred to above. Therefore, the village head as the head of government in the village appealed to the village officials to improve their abilities through skills and training.

For factors inhibiting the development of human resources in the implementation of public services in Kerta Buana Village, Tenggara Seberang District, Kutai Kartanegara Regency, there are still some village officials who are only high school graduates so that they can hinder public services as their responsibility. Not only the level of education but also funding problems owned by the Kerta Buana Village Government, Tenggara Seberang District, Kutai Kartanegara Regency to carry out human resource development programs in the implementation of public services.

#### **4. Conclusion**

Based on the results of research in the field that human resources development in public implementation at the Kerta Buana Village Office, Tenggara Seberang District, Kutai Kartanegara Regency, shows that the motivation given to village officials/staff by the village head is to encourage the improvement of education from high school to a higher level, namely universities and training held by the District Government through the District Government followed by the Village Government with sending its staff to always attend training by providing opportunities to attend training in order to develop and improve knowledge in public services through training on archive governance, making rural regulations and developing technology in the field of e-administrative applications while supporting and inhibiting factors for human resource development at the Kerta Buana Village Office, Tenggara Seberang District, are the facilities owned by the Village Office such as service counters, facilities and infrastructure.

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