

# **EDUCATION AND TRAINING AS A SOURCE OF LEADERSHIP DEVELOPMENT OF MANAGERIAL COMPETENCE (ASSESSMENT PROCESS IMPLEMENTATION OF EDUCATION AND TRAINING ON THE HUMAN RESOURCES DEVELOPMENT AGENCY MATARAM OF WEST NUSA TENGGARA-INDONESIA)**

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## **Abstract**

*In this paper the author presents the impact of the implementation of educational activities and leadership training Level III with the objective of developing managerial competence especially echelon III officials in the area. Officers are trained are officials who do not yet have a certificate of leadership at the level of office. The method used in this study is a review of literature or references associated with the administration of the education and training activities, as participants in the education and training on improving the competence of the participants, namely knowledge, skills, and attitudes of behavior that can be observed, measured, and developed more specific and relates to the technical field office, in addition to managerial competence developed to lead in the work environment. Principle, which must be met by each incumbent to obtain maximum work with the roles, functions in the positions of the participants. Education and training participants came from the working unit of regional organizations and district municipalities in the Province of West Nusa Tenggara, Indonesia.*

*Keywords: Assessment, Training, Leadership, Managerial Competence*

## INTRODUCTION

As explained by SIL International condemned by Muhammad Yaumi, 2013 in his book "Pinsip-Learning design principles," Evaluation is the analysis and comparison of actual progress vs. Prior plans, oriented toward improving future plans for implementation. It is part of a continuing process consisting of planning management, implementation, and evaluating; ideally with each following the other in a continuous cycle until successful completion of the activity. Evaluation is the process of Determining the worth or value of something. The involves assigning values to the thing or person being evaluated. The meaning of the definition is the analysis and comparison of the current progress compared to the previous plan, oriented to improve the implementation of the plan that will come. Evaluation is part of an ongoing management process to occur success in completing the activity. Evaluation is the process of determining the merit or value of something that includes the determination of the value of neighbor something or someone that is evaluated, but not only because of the quality produced through education and training, including the ability to adapt in the creation of an environment that is convenient to be able to adapt quickly to the environment are kept changed.

What has been revealed that constitutes a series of activities on the merits or value of something that includes the determination of the value of something, then what we found from the results of the process can be regarded as an achievement. The achievement will describe an outcome of an activity. Assessment of the performance of individual employees is increasingly important when organizations will reposition personnel, meaning how organizations determine the factors that influence the performance of an official.

This article will be very helpful to create a human resource development program to the maximum, because the performance of an individual or a resource that is in it will reflect the degree of competence that have an impact on organizational culture. What exactly is the meaning of that performance and what to do with competence? Rival Veithzal Ahmad Fauzi MB, (2005), in the book "Performance Appraisal", essay RajaGrafindo Persada. Performance is a result or a person's overall keberhasilan level during a certain period in the duty compared to the wide range of possibilities, such as the standard of the work, the target or targets or criteria that have been determined in advance and have been agreed.

The author is very interested in this study, because the author is part of the organizer, personnel training activities in West Nusa Tenggara province, namely the Human Resources Development Agency, so the title of this article is "Leadership Education and Training as a Source of Managerial Competence Development "(the study of the process of education and training in Human Resources Development Agency of West Nusa Tenggara)

"Leadership Education and Training as a source of inspiration for officials in developing managerial competence". As for education and leadership training as defined in this study is to provide education and specialized training for officials, both Echelon Echelon IV or III which is termed education and leadership training and education level III and IV level leadership training.

## RESEARCH METHODOLOGY

The method used in this paper is a literature method (Library research) is research that examines various scientific papers researchers sebelumnya, especially the study of the actual phenomenon in the organization of the training itself, as it also examines various perspectives based on theories that are relevant, including the decision rules of the institution responsible in terms The decision of the State Administration Institute. The opinions of experts on leadership development, competency leaders who support leadership in carrying out the management leadership, so as to obtain the interpretation or descriptive interpretation is needed to formulate the conception of the actual phenomena that are the focus of this paper.

An education and training activities have begun on the recruitment, preparation of facilities and infrastructure, organizing, Lecturer, the implementation of the final evaluation of the activities, monitoring and evaluation of education and training post. The implementation process is a series that will be explored in this article, so that education and leadership training conducted in developing managerial competence be the difference compared to the old patterns of education and training called ineffective and unproductive.

Providing education and leadership training itself as a follow-up of education and training models previously known as the education and training of the old patterns are judged to be ineffective and irrelevant to the development of the bureaucracy. These models apply constructivist paradigm that emphasizes the participants and experience based learning approach. Some of the problems identified in relation thereto by Budiati Candles in a paper entitled "Education and training of new patterns of leadership in innovation perspective. Constructivist learning questions: (1) What a difference a new pattern models and older models?; (2) What is the strategic importance of the new models of leadership education and training ?; (3) What is the trouble implementation ?.

The results showed three aspects of the learning process as follows: (1) The new model is applied "change project" as a tool to generate an "experience" that could shape the leadership skills of the participants; (2) The new model of leadership and training creates results-oriented leader in the bureaucracy is reformed; (3) The main obstacle is the implementation complexity and incompatibility with the low level of competence trainer or lecturer. Based on these conclusions, it can be recommended to the State Administration

Institute to conduct training to improve their ability and capacity especially Bagis lecturer, and has been followed up by the Institute of Public Administration to conduct education and special training for lecturer by the name training of Facilitator.

On the basis of that the author tries to amplify the questions posed by Candle Budiati, that education and training of the leadership of this new pattern will be able to produce a new leader who is innovative, because in education and training is the author proves that a paradigm shift to produce leaders who inspired and managerial innovative in order to develop competence in carrying out its duties and functions as well as officials at the local level to streamline the public service.

## RESEARCH RESULTS

The activity under study is an activity carried out by all officers who have been appointed by the institution to conduct monitoring and evaluation. This activity is carried out follow-up activities of Human Resources Development Agency of West Nusa Tenggara province to determine the extent of education and training graduates are scattered throughout the region, including the District / Municipal entire province of West Nusa Tenggara. Results of monitoring and evaluation of education and training post in 2017, obtained the following results:

1. Participants of NTB amounted to 76 people, who can apply the results of education and training at the workplace after returning from training is 63 people or 82.89% and 13 or 17.11% have not been able to apply the results to the funding and regulatory reasons not appropriate with the policy direction of the institution.
2. Participants from Mataram amounted to 77 people, who can apply the results of education and training at the workplace after returning from training is 70 people or 88.31% and 7 or 9.09%, have not been able to apply the results to the funding and regulatory reasons not appropriate with the policy direction of the institution.
3. Participants from north Lombok regency totaling 56 people, who can apply the results of education and training at the workplace after returning from training is 54 people or 96.43% and 2 or 2.57% can not apply because not in accordance with the policy direction of the institution.
4. Participants from West Lombok totaling 66 people, who can apply the results of education and training at the workplace after returning from training is 64 people or 96.97%, and 2 or 3.03% can not apply because it is not in accordance with the policy direction of the institution.
5. Participants from East Lombok regency totaling 68 people, who can apply the results of education and training at the workplace after returning from training is 61 or 89.71% and 10.29% 7 or has not been able to apply for is not in accordance with the policy direction of the institution.

6. Participants from western Sumbawa regency totaling 69 people, who can apply the results of education and training at the workplace after returning from training is 64 or 92.75% and 7.25% 5 people or can not apply because it is not in accordance with the policy direction of the institution.
7. Participants of the District Dompu totaled 55 people, who can apply the results of education and training at the workplace after returning from training is 51 people or 92.73% and 7.27% 4 or can not apply because it is not in accordance with the policy direction of the institution.
8. Participants from Sumbawa regency totaling 69 people, who can apply the results of education and training at the workplace after returning from training is 67 people or 97.10% and 2 or 2.90% can not apply because not in accordance with the policy direction of the institution.
9. Participants of Bima are 71 people who can apply the results of education and training at the workplace after returning from training is 70 people or 98.59%, and 1 person or 1.41% can not apply because it is not in accordance with the policy direction of the institution.
10. Participants from Bima City totaled 66 people who can apply the results of education and training at the workplace after returning from training is 64 people or 96.97%, and 2 or 3.03% can not apply because it is not in accordance with the policy direction of the institution (Source: Field Managerial Competency and Functional, Human Resources Development Agency of West Nusa Tenggara).

From the tabulation of data for monitoring and evaluation is done after education and training are known to be described in the figure 1.

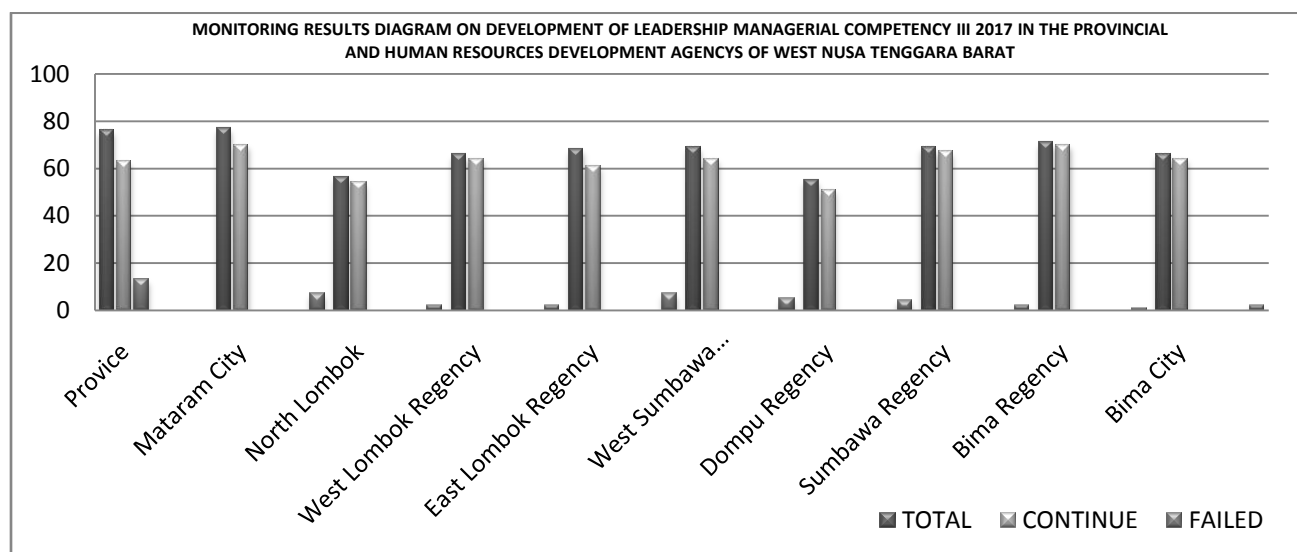


Figure 1. Follow-up of the results of 2017 education and training

From the data shown and the results of monitoring post-education and training can be said that this new pattern models can provide improved managerial competence in the development of innovation at 93.32%, the number of participants leadership education and training level III in 2017 as many as 628 people, while has not been able to resume the managerial capacity after completion of the education and training amounted to 6.69%, or 45 people. The failure is a failure caused by a variety of existing rules or regulations so as to develop the managerial capacity is still not able to apply for is not in accordance with the policy direction of the institution, so it takes a paradigm shift in public policy from each institution. From the writer's observation during this difficult problem optimized and innovated are problems associated with the use of state finances are very tight so the application of innovation is still limited to the acceleration of the realization, and still not touch on the substance of issues community service requirement.

## CONCLUSION

1. In terms of the delivery of education and training, already touched on personal paradigm of leadership according to the material and process activities as a public service, and the process of implementation of this new pattern already answer this question, but in the bureaucracy is still not maximized in response to policy issues service in the community, so it feels slow in providing the service.
2. Research conducted by Emmyah (2009) that the competence of significant influence on employee performance. In this study the authors found that the competence of a positive impact on the development of managerial leadership through education and training.
3. Assessment and development of education and training models should continue to be evaluated on a regular basis, so that the model of education and training are conducted in accordance with the needs of society are constantly changing as the change itself.
4. The process of education and training and materials provided to participants is now in accordance with the direction of the changing needs of today's society.
5. The education and training institute must increase the effectiveness of its monitoring so that it finds the core of the problem as a further process improvement.
6. Further studies on the evaluation of bureaucratic performance require good and intensive cooperation with other research institutions, especially from universities, to become study studies for apparatus and students with a focus on management studies.

## RECOMMENDATIONS

1. For providers of education and training must continue cooperation in education and training, because the success of that activity is determined by the process of implementation in accordance with the needs of the participants.
2. For institutions Agency Human Resource Development as the Agency organizer should continually evaluate the deficiencies that occur in the process of implementation of the activities themselves including the mindset of the organizers, with how to evaluate performance and to train organizers for development through training of course special organizer, Management of training for managers ,
3. Competence lecturer should be a priority concern for Widyaaiswara are in direct contact with the participants, so it needs to hold him up grade in accordance with the level of which is owned and equipped with visits to the management bodies more advanced than the West Nusa Tenggara, so the insights of innovation development of self-Widyaaiswara continues to grow.

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