
Evaluation of the Implementation of Civil Servant Education and Training at Manado State University

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Abstract: The variety of civil servants' competencies that allow work results in totality to be less than optimal. Imbalance between the workload and the competence of the apparatus. For this purpose, there is indeed a legal basis that regulates it, either through PP no. 101 of 2000 concerning Education and training of civil servants. It just needs to be considered regarding the form of education and training that will be carried out, so that competency development can provide value for benefits to support the smooth running of the task. Based on the facts obtained from all Units at Unima, especially the Manado State University Headquarters regarding the existence of several employees who have low performance, competencies that are not in accordance with their work, and low work discipline, the reasons that underlie this research take the title: "Evaluation of the Implementation of Civil Servant Education and Training at Manado State University. This study aims to determine the effectiveness of the implementation of education and training for Civil Servants at the Postgraduate Program and the Manado State University Headquarters. Therefore, so that this research can clearly know the objectives of this study, the authors choose to use descriptive research methods with a qualitative approach. By applying a qualitative approach, writing has a wider opportunity to interact with the object of research. The results of the dimensions increase knowledge, skills and attitudes indicate that employees who have attended training have increased knowledge

Keywords: training, education, civil servant.

INTRODUCTION

Civil Servants (PNS) are one of the determinants in the dynamic development process so that a bigger role is needed, especially in the administration of government. The smooth running of the government and the implementation of development requires a development of the Civil Servant (PNS) apparatus as the main element of human resources. The apparatus has an important role in determining the success of governance and development. Therefore, it cannot be denied that humans are the main capital that needs to be considered in a government. This is very important because after all, the success of an organization in achieving its goals is determined by the quality and capabilities of its human resources (HR). Article 70 states that every civil servant has the right and opportunity to develop these competencies, including through education and training. During the orientation or trial period for civil servants, the education and training process is integrated to build moral integrity and honesty, nationalism and nationalism spirit and motivation, superior and responsible personality traits and strengthen professionalism and competence in the field.

In the context of carrying out government tasks and public services, it is necessary to be supported by competent apparatus resources. The issue of apparatus competence is indeed an

important determinant considering that on the shoulders of the apparatus they have a dual task, besides being required to be able to provide services to the community in a fair and transparent manner, they must also be able to demonstrate loyalty, dedication and work ethic as well as high integrity. This dual task will be realized supported by professional competence of the apparatus.

Manado State University is expected to be able to implement personnel development in all units at Manado State University as well as to ensure that the holders of device leadership positions, administrator positions and supervisory positions in the educational environment have adequate knowledge, attitudes and skills in carrying out government and educational tasks. , Article 23 paragraph (4) mandates that the Minister of Home Affairs stipulates Government competence as a requirement for State Civil Apparatus Employees who will occupy the position of leadership of regional apparatus, administrator positions under the head of regional apparatus and supervisory positions. The regulation in Law Number 23 of 2014 concerning Regional Government aims to build a fair competency development system, transparent and integrated between government affairs and the qualifications of civil servants as mandated by Law Number 5 of 2014 concerning State Civil Apparatuses in the development of the Regional Government Administrative Apparatus in a synergistic manner between various stakeholders in the administration of Regional Government so as to create adequate personnel support both in the number and standard of competence required to carry out Government Affairs under the authority of the Region. In this way, the Regional Government will have a strong and adequate career bureaucracy in terms of number and competence.

However, the existence of professional civil servants in various public institutions is still limited, so it needs serious attention so that the implementation of government tasks and education services can be realized optimally. Considering the urgency of the competence of civil servants in the process of achieving goals while the condition of competent civil servants is still limited, then observing this issue it is necessary to develop the competence of civil servants so that there is a balance between the workload and the competence of the apparatus. Because it is believed, through the development of this competence is expected to answer the problems that continue to grow.

Observing the problems mentioned above are actually not much different from what happened at Manado State University, because it follows the problems that continue to develop, it is necessary to take applicable actions, namely developing the competence of civil servants, through education and training. It is necessary to develop the competence of civil servants in view of: The limited number of civil servants who have legal training according to their field of work. There is a mismatch between the field of work with skills and expertise.

The variety of civil servants' competencies that allow work results in totality to be less than optimal. Imbalance between the workload and the competence of the apparatus. For this purpose, there is indeed a legal basis that regulates it, either through PP no. 101 of 2000 concerning Education and training of civil servants. It just needs to be considered regarding the form of education and training that will be carried out, so that competency development can provide value for benefits to support the smooth running of the task. Based on the facts obtained from all Units at Unima, especially the Manado State University Headquarters regarding the existence of several employees who have low performance, competencies that are not in accordance with their work, and low work discipline, the reasons that underlie this research take the title:

How to analyze the implementation of education and training for Civil Servants at Manado State University?

A. Research purposes

1. General purpose

To evaluate the implementation of education and training for Civil Servants at Manado State University.

A similar opinion was expressed by Winkel (1987:313) evaluation is a determination to how far something material is valuable, valuable, quality and valuable. So important is evaluation as the final phase of the "receptive phase" namely the receiving, understanding, application, analysis and synthesis phases. Rijackers (1988:115) says that evaluation is an activity in which at a certain stage a person is forced to think creatively for himself to solve problems and find new things, and be the most recent. (1985:7) says that evaluation is all attempts to compare the result of measuring a material against a standardized standard. The measurement results are numbers or descriptions of reality that reflect the degree of quality of the material being measured. Opinion of Simanjuntak and Pasaribu (1980: 123) says that evaluation as a continuous process, the results of the assessment obtained are a combination of the assessed and the appraiser. Joni's opinion (1984:7), Hamalik, (1980:1) and Vemriarto (1975:69) say that evaluation is an activity of processing, interpreting, considering and making decisions by first considering the use of existing benchmarks. Slightly different from the opinion, Lunandi (1987:57-58) that the evaluation of adult education activities as a reflection of the free will of students who receive education must be adjusted to the conditions, objectives and educational materials that are determined by themselves, so that the preparation of evaluation materials is local. . 1) and Vemriarto (1975:69) say that evaluation is an activity of processing, interpreting, considering and making decisions by first considering the use of existing benchmarks. Slightly different from the opinion, Lunandi (1987:57-58) that the evaluation of adult education activities as a reflection of the free will of students who receive education must be adjusted to the conditions, objectives and educational materials that are determined by themselves, so that the preparation of evaluation materials is local. 1) and Vemriarto (1975:69) say that evaluation is an activity of processing, interpreting, considering and making decisions by first considering the use of existing benchmarks. Slightly different from the opinion, Lunandi (1987:57-58) that the evaluation of adult education activities as a reflection of the free will of students who receive education must be adjusted to the conditions, objectives and educational materials that are determined by themselves, so that the preparation of evaluation materials is local. .

Evaluation in the field of extension, developed by Fruchey, (1963: 5) that the evaluation of extension includes the following steps: "(1) gathering information about extension events, (2) applying the standards and criteria developed, and (3) making decisions and conclusion".

Kartasapoetra (1988:92) and Wiriaatmaja (1986:24) say evaluation as a series of activities, starting from planning which is called plan evaluation, then a process called process evaluation and implementation called implementation evaluation as the final form and target of the plan.

In the field of extension, the opinion of Ausanto and Sumantri (1987:81) regarding the evaluation of the extension program is a continuous process of implementing the instructions or recommendations which can be seen from the success of the program, program failures and actions to improve the extension program.

Diklatlul (1989:8) relates evaluation to the Implementation of Small Fisher Farmer's Income Improvement Projects, that: "evaluation as a process to determine the relevance, effectiveness and impact of project activities with the stated objectives, is also a process of improving current and future activities.

In connection with Project activities, according to Soumelis (1977: 15) evaluation is a test and assessment of the price, quality of material, quantity and "grade" of certain commodities compared to benchmarks or standards. Sinaga (1986:8) says that evaluation is an activity of analyzing and assessing the relationship between inputs (activities) and the values (results) of a development program.

Specifically regarding the condition of transmigration, the Ministry of Transmigration (1981:11) said that transmigration evaluation is a gradual activity that is continuously carried out by comparing the range of inputs and outputs, between realization and target, which is then identified gaps and corrective action is taken.

From this description it can be concluded that evaluation is a series of activity processes, continuous in nature to determine the extent to which the standards or criteria have been set with the results achieved, starting from the plan, implementation and final evaluation.

METHODS

This study aims to determine the effectiveness of the implementation of education and training for Civil Servants at the Postgraduate Program and the Manado State University Headquarters. Therefore, so that this research can clearly know the objectives of this study, the authors choose to use descriptive research methods with a qualitative approach. By applying a qualitative approach, writing has a wider opportunity to interact with the object of research, so that it can enrich and deepen the study in the research that the author does. This is in line with the opinion of Nasution (2001) that in quantitative research the data are presented in reports and descriptions. Research conveys facts clearly and thoroughly (Sugiyono, 2009).

A. Research focus

Determining the focus of this research is intended to limit researchers so they are not trapped in general and broad or less relevant fields. In addition, the determination of the research focus serves to select which data is relevant and which is irrelevant, although it may be interesting but because it is not relevant, it does not need to be included in the data being collected (Strauss and Corbin, 1990; Moleong, 1994: 3). The research focus is:

In this study, the focus of research is Unima civil servants who have followed the in-service training process. Where the researcher wants to see how the development of employee behavior patterns in terms of knowledge, skills and attitudes to achieve the expected work standards after attending the training.

In this study, there are several indicators used in explaining how to evaluate the implementation of education and training, namely:

B. Place and time of research

This research has been carried out in Manado State University in January 2022 - March 2022.

C. Data source

Lofl and Loflan (in Moleong, 1994: 12) suggest that the main data sources for qualitative research are words and actions, the rest are additional data such as other documents.

In this study, the informants included:

1. Head of the Manado State University AUK Bureau
2. Postgraduate Program Officer and AUK Bureau, Manado State University

D. Data collection technique

In the process of collecting data, researchers will face a large number of data sources in the form of library books. The first thing the researcher must do is determine the locations of data sources and study centers. After determining the location of the data source, start collecting data (Kaelan, 2012).

The main data sources in qualitative research are words and actions, the rest is from additions such as documents and others. In qualitative research, the researcher is the main instrument. Based on these considerations, the data collection in this study used several techniques as follows:

1. Interview (interview): Interviews were conducted on predetermined informants to obtain clear and accurate data and information about various matters relating to the problem under study. In this interview, an interview guide was used as an interview guide in order to be more focused and consistent in the results of the research.
2. Documentation study: This documentation study was used to collect secondary data to support primary data from interviews. Secondary data is collected from available documents.

Observation: to obtain information and empirical description of the data required by conducting direct observations at the research site.

E. Data analysis technique

The analytical technique used in this study is a qualitative analysis technique, namely research procedures that produce descriptive data in the form of written and spoken words. The approach in this analysis method is to use interactive analysis (interactive model of analysis) which according to Milles and Huberman (1994:20) is that during the data collection process the research must be ready to move between the four axes of the coil during data collection and then move back and forth between activities. reduction, presentation and conclusion of verification

DISCUSSION

In the first indicator in this dimension, the measurement is regarding behavior as civil servants and the behavior of fellow civil servants as intended, namely, after attending the training the training participants are expected to behave as good civil servants and can set an example for other civil servants and behave well among other civil servants. This is in accordance with the objectives of the implementation of the training. From the results of the interviews above, the authors conclude that the education and training process teaches training participants how to behave as civil servants who have good ethics and carry out their duties properly, honestly, and responsibly so that services to the community can run well and good behavior. to fellow civil servants in order to create good cooperation with other civil servants.

From all the statements on the indicators mentioned above, the authors can conclude that in evaluating the results of the training for civil servants at Unima's head office, there is a compatibility between the objectives of implementing the training and what is happening in the field. In terms of behaving as civil servants, the behavior of other civil servants, besides that, employees who have attended the training also have a way of behaving in a professional manner so that the mission of Unima is achieved, one of which is realizing the implementation of quality education and learning in the field of education and non-education.

The measurement of the next indicator in the dimension of determining the attitude and spirit of service is to provide motivation, the purpose of this indicator is the extent to which the training provides motivation to training participants to be useful when returning to the

workplace and provides motivation to follow the next training process. From the results of interviews with informants, namely VT, trying to inform the writer of the motivation that has been obtained through the education and training process.

“The things that are different after attending the training include the willingness to work and enthusiasm for work. I say that because of the awareness that arises in me to be responsible for the work that has been assigned to me. Whereas previously I felt normal during the process of completing work because working and not working will still receive compensation from the state.”

The informant's further statement related to the stability of the attitude and spirit of devotion to the motivational aspect of employees after attending the training, TS stated that:

“After attending the training, my work motivation has increased. because you can observe from here, my daily life in carrying out my duties at Unima Headquarters Personnel. In my opinion, there is a shortage of competent personnel here in terms of using a new system that uses applications but this has actually spurred my work will to continue learning while working so that the shortcomings of the personnel department can be covered by introducing the application system.”

Other informants Furthermore, JNW confirmed the statements of several informants related to the work motivation of employees who have attended the training by stating that:

"The work enthusiasm and willingness of employees who have attended the training looks better. I can see from the willingness of the employees to provide services, the desire to make changes such as the changes they implemented after the training. Then the employee can be a motivator for his co-workers who have less work motivation.

From the results of the interviews above, the authors conclude that education and training (training) can change the work behavior of civil servants which includes behavior as civil servants, behavior with fellow civil servants and behavior at work. In addition, education and training can provide good work motivation to training participants so that they are useful after returning to the workplace. This can be seen from the statements of the informants and the statements of their superiors so that the results of the evaluation of the training participants are in accordance with the objectives of the training they are undergoing.

Table 4.3 Findings The results of the dimension evaluation strengthen the attitude and spirit of service

Indicator Measurement	Informant	Before attending training	After following the training
Behavior as a civil servant and the behavior of fellow civil servants	TS	Attitudes as civil servants and the behavior of fellow civil servants and dedication to work need to be improved.	The emergence of strengthening attitudes and devotion in oneself so that carrying out the duties and behavior of fellow civil servants and leaders can create good interpersonal relationships when encountering obstacles and problems in carrying out tasks can be resolved quickly

	VVT	Attitudes as civil servants and the behavior of fellow civil servants and dedication to work need to be improved.	the emergence of a sense of awareness about the need to improve behavior, mutual respect, and mutual respect for other civil servants, and behaving according to civil servant ethics and awareness of harmonious relationships are very important with fellow civil servants so that work can be completed effectively and efficiently.
Employee work motivation	VT	Still lack of motivation	There is a will to work and enthusiasm for work. Due to the emergence of a sense of awareness of the importance of carrying out state duties well "
	JNW	Motivation at work is quite good	increased work motivation. because in the implementation of tasks at the UPT motor vehicle testing. There is a sense of motivation to complete the work even though the work to be done is quite difficult.

a. Creating a common vision and mindset

In the dimensions of creating a common vision and mindset, the focus is on increasing more rational ways of thinking in carrying out tasks so that employees who have attended the training are able to create solutions and ideas when experiencing problems in carrying out tasks and have a common vision, name lyorganizational success.

Measurement of indicators in the dimensions creates a common vision and mindset, namely a rational mindset, in this case it is hoped that after following the training process there will be an increase in more rational ways of thinking in carrying out tasks so that employees who have attended training are able to create solutions and ideas when experiencing problems. in carrying out their duties and have a common vision, namely the success of the organization. This can be seen from the results of interviews with informants, namely TS who has attended the training and education center trying to provide information to the authors related to these dimensions by stating that:

“I think one of the things we get from the training is that there are different perspectives and ways of thinking in carrying out their duties and functions. Previously, I felt that my duties

and functions were only attached to my position without the need for efforts to achieve organizational goals, but after attending the training, my mindset is more rational so I always try to give the best for the organization. For example, the control of documents, certificates of perfection and small fittings for small ships are clear evidence of a change in my mindset at work because previously the supervision of this document was carried out only modestly". (Results of the interview on February 23, 2022).

Then the VVT who participated in the training and education who was also a sub-coordinator at Unima's head office related to the creation of a common vision and rational mindset of employees who had attended the training stated that:

"I feel that the change in mindset and shared vision of the employees who have attended the training is real. I can give an example of this from the creation of solutions and ideas when experiencing problems in carrying out tasks. The main obstacle we face in carrying out our duties is the practice of brokering in motor vehicle testing services originating from internal and external services as well as the lack of competent personnel in the process of applying for promotions and groups. However, after following the training, the obstacles and problems that occur can be resolved with the existing application system to be used properly and correctly where the employees and lecturers who will make the submission are no longer constrained by missing documents or time problems from the proposer or manager because of the transparency of the system ". (Results of the interview on 23 February 2022)

It is the same with the statement from JNW that;

"I feel that a change in mindset for the sake of a common vision and mission of Unima has been achieved in the AUK Bureau. This staffing section is added to the creation of solutions and ideas such as the use of websites and applications, this makes it easier for us to serve the entire Unima academic community." (Results of the interview on February 14, 2022)

To strengthen the statements from some of the informants related to the creation of a common vision and rational mindset of employees who have attended the training, according to ST as the Head of the Bureau at Unima said that:

"So far, I see that employees who have attended the training have a more rational mindset and perspective at work. For example, they are able to find ideas and solutions in every encounter with problems in the implementation of their respective main tasks and functions. Then the most important thing is that they have been able to match their personal vision in an effort to realize the organization's vision. (Results of the interview on February 14, 2022)

From the results of the statement above, it can be concluded that in the dimensions of creating a common vision and mindset that is focused on improving a more rational way of thinking, it can be said that in carrying out their duties there is an increase in an increasingly rational way of thinking so that employees who have attended the training are able to create solutions and ideas. ideas when experiencing problems in carrying out tasks such as the latest ideas brought by the two informants after participating in the training process that has the same vision and mission of the organization's success.

Table 4.4 Findings The results of the dimension evaluation create a common vision and mindset

Indicator Measurement	Informant	Before attending training	After following the training
Rational mindset	TS	there is no common rational mindset at work	The creation of a rational mindset so that it always strives to provide the best for the organization. For example, controlling documents, certificates of perfection and small fittings for small ships are clear evidence of a change in mindset at work because previously the supervision of this document was carried out only modestly”.
	VVT	there is no common rational mindset so that it is burdensome in carrying out work	there is no common rational mindset so that it is burdensome in carrying out work

Source: Processed by Researchers

CONCLUSION

Based on the results of the research that has been described, tactically the author can draw a conclusion that the process of in-service education and training or education and leadership training is able to display changes in employees who have attended training, this can be seen based on the results of the training evaluation based on the objectives of the implementation of the training as stated in PP Number 101 of 2000 which shows that:

The results of the dimensions of increasing knowledge, skills and attitudes indicate that employees who have attended the training have increased their knowledge, skills and attitudes in carrying out their professional duties based on the personality and ethics of civil servants in accordance with the needs of the agency.

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