

Capacity Building Challenges in Human Resource Development in Village Community Empowerment Organizations

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Abstract

Capacity building is crucial for human resources management in the public sector as it not only enhances individual skills but also strengthens organizational structures and improves overall effectiveness. In Jeneponto, challenges in traditional and cultural empowerment significantly hinder local development, as indicated in the DPMD's 2021 Performance Report. A qualitative approach was employed to deeply understand the human resource capacity-building phenomenon at the Dinas Pemberdayaan Masyarakat dan Desa (DPMD) of Jeneponto Regency. Data were collected through primary surveys and secondary sources, including structured and unstructured interviews with key informants such as heads of departments and local community leaders. This study found that Training and continuous professional development are essential for enhancing the individual and collective capabilities of the workforce, thereby improving institutional effectiveness and responsiveness to change. Despite high qualifications among employees, there is a notable gap in training accessibility due to budget constraints, predominantly affecting operational staff compared to top executives. Structural leadership within DPMD also shows a concentration of decision-making power among a few, with a need for broader leadership development at all levels to enhance initiative implementation and organizational agility. The study highlights the need for equitable budget allocation, relevant and inclusive training programs, and resource management improvements to foster effective capacity building. It emphasizes a holistic approach that addresses training, leadership, and infrastructure to support organizational goals and enhance public service quality.

Keywords: Capacity Building, Public Sector Management, Training and Development

BACKGROUND

Human Resources (HR) plays an important role in determining the success of an organization, especially in the context of public organizations. HR involves not only managing the workforce, but also developing the competencies and motivation of employees to achieve organizational goals (Jalloh & Jalloh 2016, Sinambela et al 2022, Hajjali et al 2022). In the public sector, where objectives include service to the community and efficient and effective management of national resources, the competence and integrity of HR is of paramount importance.

Capacity building, or capacity development, is essential in human resource management, particularly in the public sector (Merino & de los Ríos Carmenado 2012, Olojede et al 2020, Palm 2020, Danquah et al 2023). It is a process that not only enhances the skills and abilities of individuals but also strengthens the structure and improves the overall effectiveness of the organization. Through ongoing training and development programs, capacity building improves individual competencies, which include improving technical skills and developing managerial and leadership capabilities. It also helps employees adapt to changing policies, technologies and societal expectations, keeping the organization relevant and responsive. In addition, capacity building improves employee motivation and retention, making them feel invested and valued, which reduces turnover and retains talent. It not only makes employees more efficient and productive, improving the organization's effectiveness in providing public services, but also involves strengthening better internal systems and procedures. Thus, investing in capacity building means investing in the future of the organization, allowing the public sector to perform its functions more effectively and serve the public interest more efficiently.

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Regional problems often arise from the so-called "expectation gap", which is the gap between the performance that has been achieved today and what was planned (Masoud 2017, Conteh & Hamidah 2021, Edeigba 2022, Zhou 2023). This gap arises because of the difference between the expectations or targets set in strategic planning and the reality that occurs in the field. In the context of local government, this "expectation gap" can have a significant impact on the effectiveness of public management and services. For example, if a region plans to develop infrastructure or improve health services based on estimates of population growth or regional income, but then economic conditions change drastically, the plan may no longer be relevant or sufficient to meet the real needs of the community. As a result, people may feel disappointed or dissatisfied with local government performance due to unmet expectations.

In facing development challenges in Jeneponto District, the Department of Community and Village Empowerment (DPMD) plays a strategic role in facilitating community and village empowerment. However, various obstacles still hamper the effectiveness of these efforts, particularly in relation to customary and socio-cultural empowerment. The weak support of customary and socio-cultural institutions in participating in rural development has led to the lack of maximum utilization of local potential, as revealed in the 2021 DPMD Performance Report.

In addition, the understanding and capacity of village officials in carrying out their duties and functions is still low, especially in relation to the implementation of Law No. 23/2014 on Regional Government and Law No. 6/2014 on Villages. This has resulted in the two laws not being implemented optimally. This condition is exacerbated by the dissemination of appropriate technology in rural areas, which is still not optimal, both in terms of quantity and quality, despite the abundance of natural resources available.

Given this situation, it is imperative for the DPMD of Jeneponto District to implement an intensive capacity building program for their human resources. This program needs to be designed to increase the capacity and competence of village officials in managing and implementing government policies. Through continuous coaching and capacity building, DPMD can update and improve the existing system to achieve higher effectiveness in empowering village communities. In addition, this capacity building can also help integrate appropriate technology more effectively, utilize existing natural resources, and strengthen customary and socio-cultural institutions, thereby overall improving the welfare of the people of Jeneponto.

The importance of this research is to map the challenges faced by the Jeneponto Regency Community and Village Empowerment Office in developing the capacity of human resources in the agency and can be used as a guide for future Human Resources development planning.

METHOD

The qualitative approach was used to obtain an in-depth description of the social phenomena that occurred, with a focus on human resource capacity development. This research was conducted from February 5, 2024, to March 18, 2024 at the Jeneponto Regency Community and Village Empowerment Office, chosen because of the 'expectation gap' that requires deeper research on capacity development. Data were collected through two types of sources: primary, through a direct survey at the location by conducting informant interviews with the Head of the Community and Village Empowerment Office, Secretary of the Community and Village Empowerment Office, Head of the Village Government Division, Head of the Community Institutional and Socio-Cultural Division, Head of the Development Division, Natural Resources and Village Economic Enterprises and the Community, secondary data from related documents and literature. The main informants included the head of the agency, the secretary, the head of the field, and the local community. Data collection techniques included observation and in-depth interviews. Observation helped collect data on natural behavior, while in-depth interviews were conducted to obtain detailed information that could not be achieved through observation alone. Data analysis was conducted using the Miles, Huberman, and Saldana (2014) Interactive Model involving data condensation, data presentation, and conclusion drawing. This allowed the identification and organization of findings to draw conclusions relevant to the research objectives.

RESULT AND DISCUSSION

Capacity Building through Training

Capacity building through training is an important aspect of human resource development in any organization (Fanani & Sobirin 2023, Mejabi & Adah 2021), especially in the context of rural community empowerment such as in Jeneponto District. Training aims to improve individual and collective capabilities which in turn can increase the effectiveness and efficiency of institutions as well as encourage innovation and adaptation to change.

The high qualifications of employees indicate good capacity in policy development and program implementation, but must be balanced with efforts to ensure that all initiatives remain relevant and beneficial to the village communities served. The education level of employees at the Jeneponto Regency Community and Village Empowerment Office by education level is as shown in the following table:

Table 1. Employees of the Community and Village Empowerment Office by Level of Education.

No.	Education	Total
1	Postgraduate / Masters	6
2	Bachelor's degree	16
Total		22

Source: PMD Personnel Data, 2024.

The staff at the Jeneponto District Community and Village Empowerment Office have high academic qualifications, with all employees holding a bachelor's degree or higher, signifying a strong theoretical capacity that is essential in formulating and implementing complex, knowledge-based programs. The presence of six employees with post-graduate education adds the potential for specialization in various fields, which is particularly beneficial in addressing specific issues faced by village communities, strengthening certain aspects of the empowerment program. This high level of education also enables the team to develop and evaluate programs with higher standards and a broader perspective, including the use of sophisticated research and evaluation methodologies. In addition, this capacity facilitates the transfer of knowledge and skills through internal training and mentoring, both for new hires and villagers. However, challenges arise when this higher education is not supported by a good understanding of the local context of the village; hands-on experience and contextual knowledge become essential to ensure that initiatives and programs developed remain relevant and in line with the real needs of the community.

The rank and grade structure of the Jeneponto District Community and Village Empowerment Office provides an overview of the hierarchy of power and distribution of responsibilities that can influence effectiveness and efficiency in the implementation of community development programs and initiatives. An understanding of this structure is essential in designing interventions for capacity building aimed at both individual skill enhancement and overall organizational capacity building. The composition of the Jeneponto District Community and Village Empowerment Office by rank/class is shown in the following table:

Table 2. Employees of the Community and Village Empowerment Office by Rank/Group

No.	Goals	Total
1	IV	4
2	III	18
Total		22

Source: PMD Personnel Data, 2024.

The leadership structure of the Jeneponto District Community and Village Empowerment Office is reflected in the composition of its employee groups. Four employees in Group IV, marking a high level of leadership, are in charge of strategic decision-making and crucial resource management. Although they comprise only a few members, they form a leadership core that is crucial to the direction and sustainability of the organization. In contrast, the majority of employees, 18 out of 22, are in Group III. This indicates that most are experienced professionals who fill specialist and middle management positions, running daily operations and supporting the basic activities of the agency.

From a capacity building perspective, this structure illustrates the distribution of responsibilities that may affect the implementation of policies and programs. While the limited but stable leadership in Group IV focuses on strategy, Group III members have a critical role in executing the policy, indicating a need for strengthening in the areas of leadership and innovation. In terms of professional development, this structure provides opportunities for members of Group III to progress to higher positions, motivating the development of training programs that enhance leadership and managerial skills. This class distribution intrinsically influences policy formulation and implementation, with Class III predominantly involved in field activities, while Class IV is more focused on overall management and high-level decision-making, underscoring the importance of ensuring that policies and programs developed match operational needs and realities.

Staff training is an effort by the Dinas to strengthen administrative, economic, social, and institutional capabilities at the village level, which are vital in achieving sustainable community empowerment. Each area of training not only strengthens the technical aspects of the skills required, but also supports the broader vision of improving the quality of life of village communities. Effective implementation of these trainings can strengthen the foundation of villages in Jeneponto District in facing future socio-economic challenges. Below is a table of trainings to be attended at the Jeneponto District Community and Village Empowerment Office:

Table 3. Description of Human Resource Development based on Training.

No.	Informant	Human Resource Development Indicators Training
1	Community and Village Empowerment Office	<ul style="list-style-type: none"> • DiklatPim II • DiklatPim III
2	Village Government Division	<ul style="list-style-type: none"> • Capacity building training for village heads and village officials
3	Community Institutional and Socio-Cultural Division	<ul style="list-style-type: none"> • Posyandu Training • PKK Training
4	Development, Natural Resources and Village Economic Enterprises Division	<ul style="list-style-type: none"> • BUMDES Bookkeeping Training • Appropriate Technology Training (TTG)

Source: Interview Results, 2024.

Within the Community and Village Empowerment Office, training focuses on leadership development through the DiklatPim II and III programs, which are specifically designed to improve the administrative and managerial skills of senior government employees. The purpose of this training is to prepare them for the more complex challenges of government management.

In the Village Government Sector, training focused on building the capacity of village heads and village officials, which is critical to strengthening governance at the village level and improving the quality of services to the community. The training aims to equip them with the necessary skills to effectively manage resources and meet the needs of local communities.

Meanwhile, in the Community Institutional and Socio-Cultural Sector, the focus of the training lies on improving social and institutional functions, with programs such as Posyandu and PKK aiming to improve overall community welfare and empower women. The training is designed to strengthen social infrastructure and increase community involvement in social development.

In the area of Development, Natural Resources and Village Economic Enterprises, the training offered, such as BUMDES bookkeeping and appropriate technology (TTG), is crucial to support the growth of a self-reliant local economy. The course helps participants understand how to effectively manage natural resources and apply technologies that support village economic sustainability and independence.

The ASN law requires officials to attend DiklatPim II and DiklatPim III training. However, budget constraints have resulted in only the head of district, secretary and head of field being able to attend the training. This explains why the total number of participants who have attended Structural Training is only 6 people in table 5. The existence of this limitation could be an indicator of a gap in capacity development among officials within the agency, which could affect the quality of leadership and effectiveness in the implementation of policies and programs.

Table 4. Compositions of Employees of the Jeneponto Regency Community and Village Empowerment Office Based on the Level of Structural Training that has been Followed.

No.	Description	Total
1	Pim Tk. II Training	1
2	Pim Tk III Training	5
Total		5

Source: Strategic Plan of the PMD Office 2018 – 2023.

Budget limitations at the Jeneponto District Community and Village Empowerment Office have resulted in the exclusive participation of the head of district, secretary, and head of field in DiklatPim training, reflecting a significant gap in professional development at different levels of the organizational hierarchy. This poses a problem in creating equitable opportunities for all employees to improve their skills and competencies, which are essential for career advancement and overall performance improvement. This is consistent with the results of interviews with informants:

"In the ASN law, officials are required to attend DiklatPim II and DiklatPim III training, but due to budget constraints, only the head of the district, secretary and head of field can attend the training" (interview result March 1, 2024).

This limited access to training has the potential to weaken the agency's capacity to effectively implement policies and programs. Without comprehensive training, lower-level employees may lack the in-depth understanding of leadership and management required to manage and execute tasks with maximum effectiveness. This can hamper the agency's performance, reduce efficiency, and ultimately have a negative impact on the community services they provide.

Working Conditions Support Capacity Building

The working conditions indicator is one of the crucial aspects in mapping the challenges in capacity building at the Village Community Empowerment Agency in Jeneponto District. Working conditions not only include the physical environment where employees work, but also include aspects such as organizational culture, internal policies, and available tools and technology.

Table 5. Description of Human Resource Development based on Working Conditions.

No.	Informant	Human Resource Development Indicators Working Conditions
1	Community and Village Empowerment Office	Conducive
2	Village Government Division	Conducive Enough
3	Community Institutional and Socio-Cultural Division	Conducive Enough
4	Development, Natural Resources and Village Economic Enterprises Division	Conducive
5	Village Officials	Less Conducive

Source: Interview results. 2024.

"Conducive" working conditions at the Community and Village Empowerment Office and the Development, Natural Resources and Village Economic Business Division significantly support employee effectiveness and productivity. This conducive environment includes adequate facilities, effective communication, and good managerial support, all of which contribute significantly to skill development and employee motivation. In contrast, in the Village Government and Community Institutional and Socio-Cultural Sector, "Moderately Conducive" indicates there is room for improvement, especially in terms of resources and work processes that could be further optimized to create a more supportive environment. On the other hand, the "Less Conducive" conditions experienced by Village Officials pose significant challenges. Lack of adequate facilities, lack of tools or technology, and problems with management and team dynamics hinder human resource development, lower

morale, and inhibit professional growth. A focus on improving these conditions will be crucial in improving the overall effectiveness and well-being of the organization.

By focusing on maintaining and improving the condition of existing facilities and infrastructure, the Dinas Pemberdayaan Masyarakat and Desa can ensure that the working environment remains conducive and supports operational effectiveness and efficiency. The following is a tabular representation of the existing facilities and infrastructure data of the Jenepono District Community and Village Empowerment Office, including the condition of each item, in accordance with the PMD Strategic Plan 2024:

Table 6. Facilities and Infrastructure at the Jenepono Regency Community and Village Empowerment Office.

No.	Type of Facilities and Infrastructure	Total	Conditions
1	Meeting Table	1	Good
2	Work Desk and Chair	22	Good
3	Guest Chair	2	Good
4	Television (TV)	1	Good
5	Air Conditoner (AC)	5	Good enough
6	Dispenser	1	Good
7	Printer	2	Not so good

Source: PMD Strategic Plan, 2024.

The Jenepono District Community and Village Empowerment Office is equipped with facilities and infrastructure, the majority of which are in good condition, reflecting a work environment that supports daily operational activities. Facilities such as meeting tables, work tables and chairs, guest chairs, televisions, and dispensers are all in excellent condition, ensuring the smooth and comfortable working of employees. However, there is an urgent need to address some critical issues to maintain work efficiency. In particular, the Air Conditioner (AC) units that are only 'Fair' require regular checks and maintenance to function optimally, which is crucial for thermal comfort and productivity. In addition, the 'Poor' condition of printers can hamper efficiency, especially in printing important documents. Repair or replacement of these printers needs to be done immediately to avoid disruptions in administrative processes and documentation. Focusing on the maintenance and repair of these facilities will strengthen the supporting infrastructure and ensure that office operations remain smooth.

Capacity Building Through Proper Recruitment

Recruitment plays an important role in mapping the challenges of capacity building at the Village Community Empowerment Agency in Jenepono District. An effective and strategic recruitment process is essential as it provides the basis for building a competent team capable of meeting organizational goals.

Table 7. Description of Human Resource Development based on Recruitment.

No.	Informant	Human Resource Development Indicators Recruitment
1	Community and Village Empowerment Office	<ul style="list-style-type: none"> Regional Personnel Agency CPNS and PPPK Selection Honorer
2	Village Officials	<ul style="list-style-type: none"> Recruitment is open with the condition that people who live in the area, have a high school / equivalent diploma
3	Bumdes, PKK, Posyandu cadres, Posyantek	<ul style="list-style-type: none"> Recruitment is open with the condition that people who live in the area, have a high school / equivalent diploma

Source: Interview Results, 2024.

Open and inclusive recruitment policies enable community-based human resource capacity building, where local understanding and community involvement are key. However, it is important to ensure that continuous training and development programs are provided to enhance the skills and competencies of those recruited, especially to face more complex and dynamic challenges in village development. This merit-based and open recruitment process also helps to strengthen the legitimacy and effectiveness of village-level administration, as well as ensuring that capacity building takes place within a sustainable and adaptive framework.

Challenge Mapping and Strategy Recommendations

While staff in the Dinas are highly qualified, there is an urgent need for ongoing training that is relevant to the real context of village communities. Budget constraints often limit access to quality training, resulting in a significant skills gap between upper management and day-to-day operational staff. In addition, a limited understanding of the local context makes it difficult for some staff to design and implement effective programs. More focused training on the specific social, economic, and cultural aspects of Jenepono could improve the effectiveness of their interventions.

The prevailing leadership structure shows the dominance of Group III employees in daily operations, while strategic decisions are only taken by a handful of employees in Group IV. This creates decisions that are less responsive to operational needs and innovations. Improving the balance in decision-making and giving more responsibility to mid-level employees will strengthen the spread of initiatives.

Furthermore, less conducive working conditions in some areas, such as the Village Apparatus, demand serious attention. Optimal working conditions are essential for high employee productivity and morale. Improving infrastructure and providing sufficient resources will facilitate operational effectiveness. Finally, the suboptimal quality of facilities and infrastructure, such as the condition of air conditioners and printers, requires investment in maintenance and replacement. This will ensure smooth daily operations and avoid unnecessary disruptions. The following image shows the mapping of Capacity Building challenges at the Jenepono District Community and Village Empowerment Office:



Figure 1. Mapping the Capacity Building Challenges of the Jenepono District Community and Village Empowerment Office.

Source: Processed by researchers.

After mapping some of the challenges above, this research formulates strategic recommendations that are expected to be used as guidelines or considerations in the efforts of the Jenepono Regency Community and Village Empowerment Office to build the capacity of its employees.

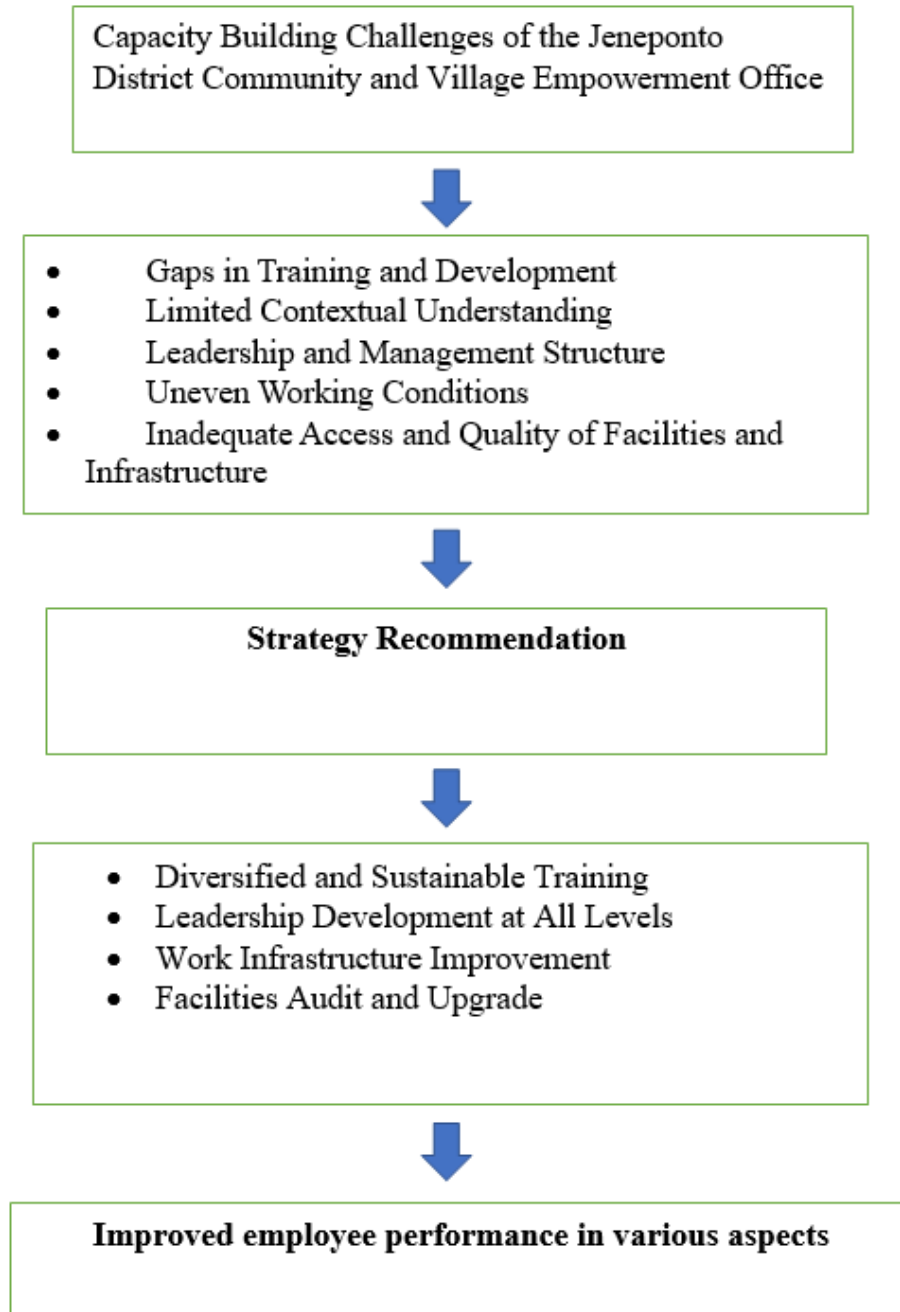


Figure 2. Recommended Strategy.

Source: Processed by researchers

To strengthen the capacity of the Jeneponto District Community and Village Empowerment Office, several strategies can be effectively implemented. First, Diversified and Continuous Training is essential. Adequate budget allocation for training that is appropriate to the local context and community needs ensures that every employee can develop in various aspects, from technical skills to management and leadership. Second, Leadership Development at All Levels. This program is designed to enhance the ability of employees at all levels to be active in decision-making and innovation, strengthening individual capacity and the organization. Third, Working Infrastructure Improvement; focusing on improving working conditions, especially in less conducive units, to support employee productivity and morale. Lastly, regular Facility Audit and Improvement

is essential to maintain and improve facilities and infrastructure, ensuring all assets are in optimal condition to support efficient operations.

CONCLUSION

Employees of the Jeneponto District Community and Village Empowerment Office have high academic qualifications that provide them with solid theoretical capacity for program development and implementation. However, the practical application of this knowledge in the field is often hampered, signaling the need for more specific and locally relevant training. Although staff are academically qualified, there is still a significant gap in access to training, due to budget constraints. Quality training is only available for high-ranking officials, leaving operational staff without similar competency upgrades. The leadership structure within the Dinas also shows that most operations are run by Golongan III employees, while strategic decisions are made by a handful of officials in Golongan IV. This raises the need for mid-level leadership development and greater involvement in strategic decision-making. In terms of working conditions, there is significant variation between areas, with some experiencing resource shortages that affect morale and productivity. On the other hand, most facilities and infrastructure are in good condition, but some critical elements such as air conditioning and printers require further maintenance or replacement. The research underscores the importance of more equitable and effective budget allocations, the development of more relevant and inclusive training programs, and improvements in resource management. Effective capacity development requires a holistic approach that addresses training, leadership, and infrastructure, which supports the achievement of organizational goals and improved quality of services to the community.

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