

EVALUATION OF THE EFFECTIVENESS OF HUMAN RESOURCES TRAINING AND DEVELOPMENT PROGRAMS IN THE PUBLIC SECTOR

Jamaluddin

STIE Amkop Makassar, Indonesia
E-mail: jamaluddinbatailyas@gmail.com

Abstract

This research aims to evaluate the effectiveness of human resource (HR) training and development programs in the public sector through a comprehensive literature study. In an era characterized by rapid change and increasing complexity, developing human resource capacity is crucial for improving the performance of public organizations. The research method integrates academic sources and relevant practical reports to identify key factors influencing the success of training programs, as well as the most effective evaluation methods. The research results show that factors such as management support, program design that suits participants' needs, and an organizational culture that supports learning play a vital role in the success of training programs. Comprehensive evaluation, including pre- and post-training assessments, analysis of participant feedback, as well as on-the-job performance monitoring, was found to be effective in assessing training outcomes. This study concludes that holistic and continuous evaluation not only increases the effectiveness of HR training and development programs, but also contributes to improving the performance and efficiency of public sector organizations as a whole.

Keywords: Training Programs, Human Resources, Public Sector

INTRODUCTION

In a dynamic and constantly changing environment like today, civil servants are required to be able to adapt to new developments, both in terms of technology, policies and public management practices. Without adequate investment in training and human resource development, it will be difficult for the government to meet society's increasing demands for quality public services (Matos et al., 2023).

Good training not only improves the technical competence of civil servants, but also helps in developing soft skills, such as communication, leadership and teamwork skills. In some cases, government agencies must face complex and multidimensional challenges, which require cross-

departmental approaches and effective collaboration (Takawira et al., 2024). Therefore, the ability of employees to work together and coordinate is very important. Comprehensive HR development will ensure that employees have the skills needed to succeed in such a work environment.

In addition, well-planned training and development is a long-term investment for public organizations. This not only improves individual employee performance but also increases overall organizational effectiveness. Studies have shown that organizations that invest in the development of their employees have higher levels of job satisfaction and retention (Rana & Garg, 2023). Thus, reducing costs associated with employee turnover and new recruitment. Implementation of continuous development programs ensures that employee knowledge and skills are always up-to-date, so that government agencies are able to respond to changes more quickly and effectively.

The importance of training and human resource development in the public sector is also related to issues of accountability and transparency. Well-trained employees have a better understanding of the ethical standards and regulations they must follow, thereby reducing the risk of violations and corruption. Training that focuses on the values of integrity, professionalism and good public service will form a strong and positive organizational culture, which in turn increases public trust in government agencies (Worku, 2024). Thus, improving the quality of human resources in the public sector is not only a necessity, but also a strategic investment for a better future.

The public sector faces complex and diverse challenges, reflecting evolving social, political and economic dynamics. One of the main challenges is the increasing public demand for accountability and better performance of public services (Arnold et al., 2023). In the fast-paced information era, the public expects transparency and responsiveness from government agencies. This places pressure on the public sector to not only focus on output but also on the impact and final results of the policies and programs implemented.

In addition, bureaucratic rigidity is often a major challenge that hinders innovation and effectiveness in the public sector. Slow and complicated bureaucratic processes can hinder fast and timely decision making, which is an urgent need in many cases, such as handling crises or emergencies. The use of technology and digital integration still needs to be improved to overcome this inefficiency and ensure that public services can be accessed easily and quickly by all levels of society (Reynolds, 2024).

On the other hand, labor needs in the public sector are also experiencing significant changes. As demographics change and generations enter the workforce, there is an urgent need to attract and retain new talent with relevant skills to address current and future challenges. Adaptation to more flexible, collaborative and digital ways of working is the key to meeting the expectations of a more dynamic and innovative young workforce (Cap et al., 2024). This also requires a change in recruitment and HR management approaches that are more strategic and data-based.

Sustainability and inclusion are important requirements in policy development in the public sector. The government must be able to design policies that are not only oriented towards economic growth but also consider social and environmental aspects. Programs and policies must be designed to serve all groups of society fairly and equally, including vulnerable groups who are often neglected. Effective use of data and cross-sectoral partnerships are important strategies to face this challenge and ensure that the public sector can meet society's needs in a holistic and sustainable manner (Rana & Garg, 2023).

RESEARCH METHOD

The study in this research is qualitative with literature. The literature study research method is a research approach that involves the analysis and synthesis of information from various literature sources that are relevant to a particular research topic. Documents taken from literature research are journals, books and references related to the discussion you want to research (Earley, M.A. 2014; Snyder, H. 2019).

RESULT AND DISCUSSION

The Influence of Training Quality on Effectiveness

Training quality has a significant influence on effectiveness in a variety of contexts, including organizational and individual. Well-designed training can improve participants' skills, knowledge and competencies, which will ultimately improve their performance in daily work. Training methods that are interactive and relevant to the participants' tasks allow them to more easily apply the material learned into practice (Livingstone et al., 2024). Quality training also helps reduce work errors and improve operational efficiency, which is critical to organizational success.

Furthermore, high-quality training can also increase employee motivation and job satisfaction. When employees feel that they receive

training that is useful and relevant to their duties, they tend to feel more valued and motivated to make greater contributions to the organization. Training that focuses on developing soft skills, such as communication and teamwork, can also strengthen a positive and collaborative company culture (Hendaryan & Widiyanto, 2022). These aspects are very important as they can lead to increased employee retention and reduced turnover rates, which in turn saves recruitment and training costs for new employees.

No less important, quality training also influences adaptation to change and innovation. In an era of continuously developing technology, the ability to adapt quickly is one of the keys to success. Training that includes learning about new technologies, more efficient work methods, or regulatory changes, allows organizations and individuals to remain competitive and relevant. In addition, quality training can encourage innovation by providing opportunities for participants to think creatively and solve problems in new ways (Faris et al., 2024). Thus, investing in quality training not only increases short-term effectiveness but also secures the long-term survival and progress of an organization.

Apart from internal factors, the quality of training also influences the reputation and image of the organization in the eyes of external parties. Organizations that are known for providing high-quality training to their employees are often considered more credible and committed to their professional development. This can be a competitive advantage in attracting the best talent in the industry. Prospective employees tend to be more interested in working for companies that offer clear and quality self-development opportunities (Shafwan et al., 2023). Additionally, clients and business partners are also more likely to trust organizations whose investment in human resources is proven through effective training.

In addition, quality training helps in achieving performance standards and compliance with regulations. Many industries have specific requirements regarding the skills and knowledge that employees must possess to ensure safety, efficiency and legal compliance (Saputro & Syaebani, 2024). For example, in the health, education, and manufacturing sectors, ongoing training is required to maintain professional certification and licensing. By undertaking quality training, individuals not only update their knowledge and skills, but also ensure that they meet the required industry standards, which in turn increases public trust and reduces legal risks for the organization.

Overall, the quality of training influences various aspects of work effectiveness and organizational success. Through quality training, employees

can be more competent and motivated, organizations can be more adaptive and innovative, and externally, organizations can build a positive reputation in the eyes of prospective employees, clients and business partners. Investment in quality training is an important strategy that not only supports short-term success but also ensures long-term growth and sustainability (Amalah et al., 2023).

The Role of Organizational Support in Program Effectiveness

Organizational support plays a crucial role in increasing the effectiveness of training and human resource (HR) development programs. First, support from managerial and leadership levels creates an environment conducive to learning and development. When leaders support and prioritize training programs, this shows employees that the organization values improving skills and competencies (Yu & Cheng, 2024). This support can take the form of sufficient resource allocation, such as an adequate budget, time allocated specifically for training, as well as providing access to the necessary facilities and technology.

Apart from that, organizational support is also important in building a culture of continuous learning within the company. Organizations can encourage learning by creating supportive policies and practices, such as providing incentives for employees who actively participate in development programs, or facilitating mentoring and team-based learning programs (Qaiser & Hassan, 2024). With this support, employees will feel motivated to continue improving their competencies, because they see learning as an integral part of their work, not just an additional obligation.

Organizational support also includes implementing an effective evaluation system to measure the results of the training program. Organizations that provide appropriate support usually have a clear and structured mechanism for assessing training success (Siddik et al., 2022). This includes feedback from participants, assessment of performance changes before and after training, as well as ROI (Return on Investment) analysis of the implemented program. With proper evaluation, organizations can not only ensure that training is effective, but can also make necessary adjustments and improvements to future programs, resulting in more impactful long-term results.

With proper evaluation, organizations can not only ensure that the training is effective but can also make necessary adjustments and improvements to future programs, resulting in more impactful long-term

results. The ability to adapt and adjust training materials or methods according to feedback and evaluation results demonstrates an organization's commitment to continuous learning. This not only increases the effectiveness of existing programs but also encourages the creation of learning innovations that suit the dynamic needs of an ever-changing business environment (Hajdari & Jupa, 2023).

Furthermore, support from the organization can facilitate collaboration between departments in designing and implementing more comprehensive training programs. When different parts of an organization, from HR to operations teams, work together coherently, they can design programs that are not only standardized but also tailored to the specific needs of each department. These interactions enable the creation of synergies that enrich learning, where new ideas and best practices can be shared and implemented across the organization, thereby increasing the overall effectiveness of the program (Amran, 2022).

Ensuring support for diversity in the design and implementation of training programs is also an important part of an organization's support role. Training programs supported by organizations should take into account different learning styles and individual needs, including consideration of inclusivity and accessibility. By respecting these differences, organizations not only strengthen their commitment to diversity and inclusion, but also ensure that every individual has equal opportunities to develop and contribute optimally (Asih et al., 2023). This, in turn, helps build a stronger, more productive and balanced workforce, which supports the organization's long-term strategic goals.

Effectiveness of HR Training and Development Programs in the Public Sector

The effectiveness of human resource (HR) training and development programs in the public sector is very important to ensure that public services are implemented with high efficiency and professionalism. With effective training programs, public sector employees can develop skills and knowledge relevant to their duties, so they are able to provide quality services to the community (Noor, 2024). This training can cover various aspects ranging from technical skills, leadership, time management, to work ethics, all of which contribute to improving individual and organizational performance as a whole.

In addition, good training programs in the public sector also focus on developing soft skills and adapting to changes in technology and regulations. In an ever-changing world, public sector employees need to be able to adapt

quickly to new technology and applicable regulations. This not only helps in the execution of daily tasks but also ensures that they can function effectively in emergency situations or when facing unexpected challenges. Continuous and relevant training ensures that employees remain competent and ready to face various situations that may arise (Hubbard & Paquet, 2022).

Effective HR training and development programs in the public sector also have important implications for employee satisfaction and retention. When organizations invest in employees' professional development, it can increase their motivation and job satisfaction. Employees who feel valued and have opportunities to develop tend to be more loyal and committed to their duties (Busso et al., 2023). Additionally, effective training also helps in creating a culture of continuous learning and innovation that is beneficial for the long-term effectiveness of the organization. Thus, the effectiveness of a well-planned training program not only improves public service performance but also creates a positive and sustainable work environment.

Furthermore, to ensure that training and human resource development programs in the public sector are effective, ongoing evaluation and feedback from training participants is very necessary. This evaluation helps in measuring the quality and relevance of the material presented as well as its impact on employee performance. Through various evaluation methods such as surveys, interviews and observations, organizations can identify the strengths and weaknesses of the programs they have implemented (Kumar, 2023). The results of this evaluation can then be used to adjust and improve future training programs, ensuring that each training session provides maximum added value.

Furthermore, collaboration with educational institutions, professionals and other stakeholders is very important to enrich HR training and development programs. Collaboration with universities, professional training institutions and non-governmental organizations can provide new perspectives and best practices relevant to the public sector. Thus, public sector employees can utilize extensive knowledge and experience from various sources to improve their competence (Madavi, 2022). Apart from that, this collaboration can also open up opportunities for recognized certification and accreditation programs, providing concrete evidence of the abilities and expertise that employees have acquired.

It is important for public sector organizations to create a learning culture that supports and inspires employees to continue developing themselves. This can be achieved through initiatives such as creating clear

career paths, providing access to learning resources, and rewarding those who demonstrate progress and apply new knowledge in their work (Mariani et al., 2024). By implementing this approach, organizations not only increase employee competency and professionalism, but also build a work environment that is dynamic, innovative and committed to better public services.

Factors Affecting the Effectiveness of HR Training and Development Programs in the Public Sector

The effectiveness of human resource training and development programs in the public sector is greatly influenced by several main factors. First, the relevance and quality of the training material. Training programs must be adapted to the real needs of the work and the challenges faced by public sector employees. Regularly updated material, in line with technological developments and best practices in the field, is essential to ensure that training provides skills that can be directly applied in daily tasks (Shamki, 2022). Apart from that, the quality of the teacher or facilitator also plays an important role in delivering material effectively and interestingly.

Second, support from leadership and upper level management is very crucial. When organizational leaders show a strong commitment to human resource development, this will create a positive learning culture within the organization. This support can be realized through providing an adequate budget, policies that support career development, as well as providing sufficient time and opportunities for employees to attend training. Committed leaders can also motivate employees by providing rewards and recognition for the achievement and implementation of the results of the training program (Huu, 2023).

Continuous assessment and feedback on training programs is essential. By collecting data and conducting post-training evaluations, organizations can measure program effectiveness and assess the direct impact on employee performance. Feedback from participants must also be used as a basis for making continuous adjustments and improvements to the program (Giovanelli et al., 2024). In addition, follow-up such as coaching and mentoring after training can help ensure that the knowledge and skills gained during training are actually applied in daily work. With a combination of all these factors, HR training and development programs in the public sector can achieve the expected results, namely increasing employee competency and performance.

Apart from the main factors mentioned previously, adaptation to technology and innovation also plays an important role in the effectiveness of training and human resource development programs in the public sector. Training programs that utilize the latest technology, such as e-learning and digital learning platforms, can expand access and flexibility for employees. This is very relevant nowadays, where mobility and time are two quite challenging aspects in carrying out conventional training. Technology also enables personalization in learning, so that each employee can learn at the pace and in the way that is most effective for them (Rao & Das, 2022).

Furthermore, internal employee motivation is also a determining factor in the success of HR development programs. Training programs designed to increase employee engagement and participation tend to be more successful. This can be achieved through interactive and participatory learning methods, such as group discussions, case studies and simulations. In this way, employees can feel that the training is relevant to their work and provides real added value. Aligning employees' personal and professional goals with organizational goals can also increase their motivation to actively participate in training programs (Iminza & Kimaru, 2023).

Sustainability of training programs is key to ensuring long-term impact. Training programs should not only be carried out once, but should be designed as part of an ongoing HR development strategy. This means continuity in training, both through follow-up programs and periodic skills development. Implementing a long-term monitoring and evaluation system can help ensure that training results are not only visible in a short time, but provide a sustainable positive impact on individual and organizational performance (Huu, 2023). With a holistic and sustainable approach, HR training and development programs in the public sector can be an effective tool for achieving organizational strategic goals.

CONCLUSION

Evaluation of the effectiveness of training and human resource development programs in the public sector plays an important role in ensuring that the investment of time, resources and energy that has been expended actually produces the expected results. By using a variety of comprehensive evaluation methods, such as participant feedback analysis, pre- and post-training skills assessments, and job performance monitoring, organizations can measure how well the program meets its stated goals. This evaluation data allows identification of areas requiring improvement, adjustments to

training methodology, as well as improvements to training materials so that programs can be better tailored to the specific needs of ASNs.

Furthermore, support from management and an organizational culture that values continuous learning are important elements in the success of this evaluation. With synergy between departments and an emphasis on diversity and inclusion in program design, public sector organizations can ensure that every individual in their workforce has an equal opportunity to thrive. Effective evaluation not only increases efficiency and productivity, but also encourages the creation of innovation and best practices that can be widely applied, resulting in a workforce that is stronger and more responsive to the dynamics of change in public services.

REFERENCES

- Amalah, K., Riyadi, S., & Ardiana, I. D. K. R. (2023). The Influence Of Individual Characteristics, Human Resource Quality, Training Effectiveness On Career Development And Employee Performance In Pt Borwita Citra Prima. *JOURNAL OF ECONOMICS, FINANCE AND MANAGEMENT STUDIES*, 6(1). <https://doi.org/10.47191/jefms/v6-i1-36>
- Amran, A. (2022). The Role of Perceived Organizational Support and Organizational Citizenship Behavior in Building Employee Performance. *Journal of International Conference Proceedings*, 5(3), 160–170. <https://doi.org/10.32535/jicp.v5i3.1817>
- Arnold, L., Bimczok, S., Clemens, T., Brand, H., & Starke, D. (2023). *Implementing evidence ecosystems in the public health service: Development of a seven-step framework for designing tailored training programs*. Query date: 2024-12-11 19:43:54. <https://doi.org/10.1101/2023.10.02.23295684>
- Asih, N. P. A. W., Dharmanegara, I. B. A., & Putra, I. B. U. (2023). The Role of Organizational Commitment as Mediating the Effect of Perceived Organizational Support and Job Satisfaction on Organizational Citizenship Behavior. *INTERNATIONAL JOURNAL OF SOCIAL SCIENCE AND EDUCATION RESEARCH STUDIES*, 3(2). <https://doi.org/10.55677/ijssers/v03i2y2023-04>
- Busso, M., Park, K., & Irazoque, N. (2023). *The Effectiveness of Management Training Programs: A Meta-Analytic Review*. Query date: 2024-12-11 19:43:54. <https://doi.org/10.18235/0004815>
- Cap, V., Feurich, M., & Lukavec, M. (2024). “Action and reaction”—A new public sector effectiveness assessment methodology. *International Journal of Economic Sciences*, 13(1), 106–146. <https://doi.org/10.52950/es.2024.13.1.006>

- Earley, M. A. (2014). A synthesis of the literature on research methods education. *Teaching in Higher Education*, 19(3), 242-253.
- Faris, F. M., Yanuar, R., & Wita, R. (2024). The Influence of the Quality of Human Resources, Operator Training and Work Facilities on the Effectiveness of the Village Financial System in Banjarnegara. *Monas: Jurnal Inovasi Aparatur*, 6(1), 11–21. <https://doi.org/10.54849/monas.v6i1.190>
- Giovanelli, L., Rotondo, F., & Fadda, N. (2024). Management training programs in healthcare: Effectiveness factors, challenges and outcomes. *BMC Health Services Research*, 24(1). <https://doi.org/10.1186/s12913-024-11229-z>
- Hajdari, R., & Jupa, N. (2023). The Role of Pyramidal Organizational Structure in Organizational Efficiency and Effectiveness. *ACC JOURNAL*, 29(2), 7–22. <https://doi.org/10.2478/acc-2023-0001>
- Hendaryan, D., & Widiyanto, S. (2022). The Influence of Training and Supervision on Employee Work Effectiveness. *Almana : Jurnal Manajemen Dan Bisnis*, 6(3), 604–616. <https://doi.org/10.36555/almana.v6i3.1991>
- Hubbard, R., & Paquet, G. (2022). Driving the Fake Out of Public Administration. Query date: 2024-12-11 19:43:54. <https://doi.org/10.1515/9780776638355>
- Huu, A. T. (2023). FACTORS AFFECTING THE ACQUISITION OF TRAINING KNOWLEDGE BY VIETNAMESE UNIVERSITY LECTURERS THROUGH INTERNATIONAL JOINT TRAINING PROGRAMS AT THE UNIVERSITY LEVEL. *The EUrASEANs: Journal on Global Socio-Economic Dynamics*, 6, 214–229. [https://doi.org/10.35678/2539-5645.6\(43\).2023.214-229](https://doi.org/10.35678/2539-5645.6(43).2023.214-229)
- Iminza, R., & Kimaru, Dr. S. (2023). Factors Affecting the Effectiveness of Street Families' Rehabilitation Programs in Nairobi City County Kenya. *International Journal of Research in Social Science and Humanities*, 4(3), 32–40. <https://doi.org/10.47505/ijrss.2023.v4.3.3>
- Kumar, K. S. (2023). Teacher Training and Professional Development in Special Education: Assessing the impact of professional development programs on teacher effectiveness and student outcomes. *Global International Research Thoughts*, 11(1), 47–52. <https://doi.org/10.36676/girt.2023-v11i1-010>
- Livingstone, S. R., Choi, D. H., & Russo, F. (2024). The influence of vocal training and acting experience on measures of voice quality and emotional genuineness. Query date: 2024-12-11 19:39:03. <https://doi.org/10.32920/25413202.v1>
- Madavi, A. (2022). Study the Relationship between Effectiveness of Training Programs over Productivity of Employees and Benefits of It Organization. *International Journal of Social Science and Human Research*, 5(2). <https://doi.org/10.47191/ijsshr/v5-i2-28>

- Mariani, I., D'Aleo, G., Mortati, M., & Rizzo, F. (2024). Shaping Public Sector Digital Transformation through Design. Translation approaches on training programs as multi-stakeholder ecosystems. *Proceedings of DRS*, Query date: 2024-12-11 19:43:54. <https://doi.org/10.21606/drs.2024.1048>
- Matos, S., Jorge, S., & Sá, P. M. e. (2023). Measuring local public expenditure effectiveness using sustainable development goals. *International Journal of Public Sector Management*, 36(4), 440–462. <https://doi.org/10.1108/ijpsm-01-2023-0003>
- Noor, N. M. (2024). Usefulness and Ease of Use of E-Learning Towards the Effectiveness of Training and Development Programs for Civil Servants. *Journal of Electrical Systems*, 20(5), 1646–1652. <https://doi.org/10.52783/jes.2498>
- Qaiser, A., & Hassan, S. (2024). The role of rule-following and accountability leadership and management support in internal control effectiveness moderated by organizational culture. *Journal of Organizational Effectiveness: People and Performance*, Query date: 2024-12-11 19:41:29. <https://doi.org/10.1108/joepp-03-2024-0111>
- Rana, G., & Garg, P. (2023). Innovation capability and effectiveness in public sector organisations: Knowledge-based performance management practices. *International Journal of Public Sector Performance Management*, 11(2), 233–233. <https://doi.org/10.1504/ijpspm.2023.10054878>
- Rao, G., & Das, S. (2022). Factors affecting utilization of noncommunicable diseases clinics: Effectiveness and role-efficacy. *International Journal Of Community Medicine And Public Health*, 9(6), 2513–2513. <https://doi.org/10.18203/2394-6040.ijcmph20221528>
- Reynolds, S. (2024). Assessing the Effectiveness of Certification Programs in Ensuring Supply Chain Sustainability in the Renewable Energy Sector. Query date: 2024-12-11 19:43:54. <https://doi.org/10.20944/preprints202405.1260.v1>
- Saputro, K., & Syaebani, M. I. (2024). The Influence of Pre-Training Factors on Training Effectiveness Mediated by Motivation to Learn, Motivation to Transfer, and Self-Efficacy – Case Study on Non-Ministerial Government Institutions. *Quantitative Economics and Management Studies*, 5(3), 658–669. <https://doi.org/10.35877/454ri.qems2646>
- Shafwan, S., Nadirsyah, N., & Ridwan, R. (2023). The Influence of the Effectiveness of the Accounting Information System, Internal Auditor Quality, and Human Resource Competence on Financial Reporting Quality. *International Journal of Social Health*, 2(7), 449–455. <https://doi.org/10.58860/ijsh.v2i7.73>

- Shamki, D. (2022). Factors affecting employees' salaries in Omani public sector. *Journal Port Science Research*, 4(4). <https://doi.org/10.36371/port.2021.4.3>
- Siddik, A. F., Ahadiat, A., & Hayati, K. (2022). Moderating Role of Agility in the Relationship between Perceived Organizational Support and Perceived Supervisor Support for Organizational Change at PT PLN (Persero). *Asian Journal of Economics, Business and Accounting*, Query date: 2024-12-11 19:41:29, 77–88. <https://doi.org/10.9734/ajeba/2022/v22i2330738>
- Snyder, H. (2019-). Literature review as a research methodology: An overview and guidelines. *Journal of business research*, 104, 333-339.
- Takawira, B., Musaigwa, M., & Kalitanyi, V. (2024). Leveraging Human Resource(HR) Analytics for Effective Talent Management in Public Sector Organisations. *Advances in Human Resources Management and Organizational Development*, Query date: 2024-12-11 19:43:54, 93–118. <https://doi.org/10.4018/979-8-3693-2889-7.ch005>
- Worku, M. Y. (2024). *Improving Educational Access and Equity Through Sector-Wide Programs: Evidence from Ethiopia's Fourth Education Sector Development Program*. Query date: 2024-12-11 19:43:54. <https://doi.org/10.2139/ssrn.4940517>
- Yu, L., & Cheng, L. (2024). The work stress, occupational burnout, coping strategies and organizational support of elite sports coaches in Sichuan Province: The mediating role of organizational support. *Frontiers in Psychology*, 15(Query date: 2024-12-11 19:41:29). <https://doi.org/10.3389/fpsyg.2024.1437234>