



Capacity Building of Village Apparatus through Training Needs Analysis in Cibunar Village, Tarogong Kidul District, Garut Regency

Ade Setiadi ¹, Ikeu Kania ², Gugun Geusan Akbar ³

¹ Post Graduate University of Garut (UNIGA). Email 24094124001@pasca.uniga.ac.id

² Post Graduate University of Garut (UNIGA). Email : ikeukania@fisip.uniga.ac.id

³ Post Graduate University of Garut (UNIGA). Email gugun.ga@fisip.uniga.ac.id

Corresponding Author Email 24094124001@pasca.uniga.ac.id

Abstract

Background. In an era that continues to develop, village officials are expected to be able to follow the flow of change that includes the dynamics of government regulations, information technology advancements, and social transformation in the community. Their duties now focus not only on the administrative aspect but also include essential roles as quality public service providers, transparent financial managers, and drivers of citizen participation in the village development process.

Aims. The research titled Enhancing the Capabilities of Village Apparatus through Training Needs Analysis in Cibunar Village, Tarogong Kidul District, Garut Regency aims to identify key areas of training essential for improving the effectiveness of village officials in handling administrative functions and delivering quality public services.

Methods. This study is grounded in realizing that village autonomy, as outlined in the Village Law, demands qualified and adaptable human capital. Using a descriptive qualitative approach, data were gathered through in-depth interviews and participatory observation involving village leaders selected based on their relevance and roles.

Result. The study found that the most pressing training needs include administrative skills, the integration of technology, and communication proficiency, with administrative and technological competencies ranked as top priorities. The training needs were assessed across three main aspects: organizational structures, job-related responsibilities, and individual skillsets. This comprehensive method provides a solid framework for designing practical and targeted training initiatives.

Conclusion. The study concludes that training programs tailored to the actual challenges faced in the field can significantly improve the performance of village apparatus.

Implementation. These outcomes support evidence-based policy-making and enhance local governance, especially in pursuing sustainable and adaptive administrative systems.

Keywords: training, village officials, human resource development, administration

INTRODUCTION

In principle, villages are an essential component in the government system in Indonesia that plays a direct role in government activities, development, community capacity building, and social development. Since the enactment of Law Number 6 of 2014 concerning Villages, the position and independence of villages have increased significantly. This

regulation provides broader authority for villages to regulate, manage, and develop their potential by their respective local conditions. This authority requires the readiness of village human resources, especially village government officials, to be able to carry out these roles effectively and responsibly. In an era that continues to develop, village officials are expected to be able to follow the flow of change that includes the dynamics of government regulations, information technology advancements, and social transformation in the community. Their duties now focus not only on the administrative aspect but also include essential roles as quality public service providers, transparent financial managers, and drivers of citizen participation in the village development process.

In this framework, mastery of technical, administrative, and social skills is a crucial element that every village apparatus must possess. Therefore, efforts to develop the capacity of the apparatus are an urgent need and cannot be ignored. Factual conditions in various villages show that many apparatuses still face challenges in carrying out their duties optimally. The inadequate quality of services, lack of program innovation, and limitations in utilizing digital technology in the village administration system reflect the low capacity of available human resources. One of the root problems is the lack of training based on real needs analysis. The training carried out so far is often general, less focused, and not contextual, so it does not answer the specific needs of the village.

Cibunar Village, which is located in the Tarogong Kidul District, Garut Regency, is a concrete example of this problem. Although this village has an institutional structure and sufficient resource potential, the performance quality of village officials still needs to be improved. Some of the obstacles faced include limitations in understanding the latest policies, difficulties in compiling development planning documents systematically, and suboptimal mastery of technology in managing administration and public services. This situation indicates the importance of a training method or approach based on the factual needs of village officials. One approach that can be used to identify training needs more precisely is *training needs analysis* (TNA). This approach aims to map the gap between the competencies that are currently possessed and those that should be possessed based on the demands of the duties and functions of the position. By analyzing training needs through three crucial aspects—organizational, task, and individual—training can be designed more directly, contextually, and to support real performance improvements.

This research is significant because it can provide a strong foundation for formulating structured and sustainable village apparatus training policies. The findings of

this study are expected to be a reference for the Cibunar Village Government in developing a strategy to increase the capacity of the apparatus under local challenges and characteristics. In addition, the results of this study can also contribute to supporting policy formulation at the sub-district and district levels to strengthen overall village government management. This research has strategic value both from the scientific and implementation sides. Academically, this research enriches the literature on applying training needs analysis in the local context of village government. Meanwhile, practically, the results can be used as a reference in designing village apparatus training programs that are more relevant, responsive to change, and support the achievement of inclusive, participatory, and sustainable village development goals.

LITERATURE REVIEW

Improving the quality of human resources (HR) in village apparatus is a strategic component in forming village governance that is transparent, adaptive, and able to meet community demands effectively. Since the enactment of Law Number 6 of 2014 concerning Villages, each village has been given greater flexibility in regulating government affairs and public services independently. However, this authority also requires the readiness of the apparatus in terms of mastery of technical expertise, leadership skills, and social competence in establishing good communication and working relationships with the community.

Prasetyo (2019) emphasized that developing the capacity of village apparatus to focus only on administrative technical capabilities is not enough; it also needs to strengthen soft skills such as analytical thinking, strategic decision-making, and skills in resolving social conflicts. Therefore, training programs must be prepared comprehensively and adjusted to national competency standards, even though the employment status of village apparatus is not the same as that of ASN.

One of the widely used approaches to ensure the effectiveness of training is *training needs analysis* (TNA). As explained by Mondy and Martocchio (2016), this method involves three analysis levels: organization, task, and individual. With this approach, training needs can be identified in depth and on target. Ramadhani and Kudus (2024), through their study in Mekarwangi Village, proved that the implementation of TNA produces a training program that is more in line with actual needs and directly impacts improving the competence of the apparatus.

Another study by Hilman, Alfrianto, and Rohmawati (2024) found that many apparatus in Kesugihan Village have never participated in training prepared based on TNA. As a result, they have difficulties in running digital-based services and have not been optimal in providing public services. These findings clarify the importance of training design based on real conditions and real problems in the field. In addition, job analysis is also an important component that needs to be done before compiling a training program. This process can help identify what competencies each position needs in the village organizational structure. Thus, the training provided will be relevant and support the optimal implementation of tasks. Documents such as RPJMDes, RKPDes, and APBDes can also be used as administrative references in designing training aligned with the direction of village development and medium-term policies.

Furthermore, research by Yunus, Rahmat, and Nurhadi (2023) shows that local needs-based training has been proven to significantly improve the quality of public services, as seen in Pemepek Village. These results are consistent with the study of Hendrawardani and Masngudi (2020), which concluded that training prepared based on the real needs of village officials can increase work effectiveness and overall service efficiency. In addition to emphasizing improving competence, the training of village officials should also strengthen the basic values of village government, such as integrity, professionalism, transparency, and accountability. These principles are part of the *good governance* framework, which encourages community engagement and inclusive services. Ideally, training not only includes technical mastery but also touches on cognitive, emotional, and social aspects, so that it can form a more humane and communicative character of the apparatus in serving citizens.

Based on the results of various studies and literature discussed, it can be concluded that analyzing training needs is an essential foundation in the capacity development of village apparatus. This approach ensures that the training materials are genuinely relevant to the conditions on the ground and can answer the challenges faced, as well as become a catalyst for the creation of innovative, adaptive, and quality public service-oriented village governance amid the dynamics of ongoing social change.

METHOD

This study adopts a descriptive qualitative approach to provide an in-depth and detailed understanding of the analysis of training needs needed to increase the capacity of

the village apparatus in Cibunar Village, Tarogong Kidul District, Garut Regency. This approach was chosen because the research aims to describe the real conditions on the ground and gain deeper insights into village officials' challenges in carrying out their daily duties.

This study uses a type of descriptive qualitative research, which aims to explore and provide a clearer picture of the conditions and training needs of village officials. The qualitative approach allows researchers to access more comprehensive insights into informants' views, perceptions, and experiences related to the studied topic. The population in this study consists of all village officials involved in administrative and public service activities in Cibunar Village, Tarogong Kidul District. The sample was selected using the purposive sampling technique, which is the selection of informants based on specific criteria. These individuals have a relevant understanding of and experience with village apparatus training. The selected informants include the village secretary, who is responsible for administrative coordination, the representative of the head of affairs, who is involved in the planning and implementation of the training, the representative of the head of the section, who plays a role in the training activities and the implementation of village duties, and the head of the hamlet, who interacts directly with the community and village officials.

This research was conducted in Cibunar Village, Tarogong Kidul District, Garut Regency. The research began in early March 2025 and is expected to be completed in April 2025, taking into account the village's schedule of activities and social and administrative factors related to ongoing or planned training programs. The main instrument used in this study is semi-structured interviews, which allow researchers to dig deeper and more openly from informants. Interview guidelines are prepared in advance, but researchers can tailor questions based on the informant's responses. In addition to interviews, researchers also applied participatory observation, where researchers were directly involved in observing activities in the field, including administrative activities and training.

The research procedure begins with the preparation stage, which includes a literature review on analyzing village officials' training needs and capacity building. After this stage, the researcher continues to select informants using the purposive sampling technique based on the criteria that have been set. Data collection is carried out through interviews and observations, which are then followed by a data analysis process carried out in conjunction with data collection, following the stages described earlier.

The collected data will be analyzed using triangulation techniques to ensure its validity. Data source triangulation is used to compare and verify data obtained through

interviews, observations, and documentation, to ensure the consistency and validity of information. The data analysis process follows the steps developed by Miles and Huberman in Sugiyono (2020), namely data collection, data reduction, data presentation, and verification or conclusion. This research pays close attention to ethical aspects, including protecting informant rights, data confidentiality, and permission from the authorities. Before the interview is conducted, the researcher will explain the purpose of the research and ask for the informant's consent to participate. All data collected will be kept confidential and only used for research purposes.

With a systematic and ethical approach, this research is expected to significantly contribute to increasing the capacity of the village apparatus in Cibunar Village and produce practical recommendations for improving the quality of training and village administration management.

DISCUSSION

This study found that village officials in Cibunar Village, Tarogong Kidul District, Garut Regency, consider three types of training to be very important: administrative, communication, and technology training. Based on the analysis, administrative and technological training are top priorities, while communication training, although essential, is considered to have a lower urgency.

DISCUSSION

Analysis Based on Training Needs Theory

1. **Organizational Analysis.** Based on the findings from documentation and observations, the Cibunar Village government is trying to strengthen its internal capacity to support village development. Therefore, administrative and technological training is considered relevant to supporting implementing a more modern, transparent, and efficient village government.
2. **Task Analysis** Village officials' responsibilities include preparing reports, data management, and community services. Capacity development through administrative training is significant to increase the bureaucracy's effectiveness. Technology training is also needed so village officials can optimally operate digital devices and information systems.

3. **Individual Analysis.** Village officials' abilities and educational backgrounds are imbalanced, which shows the need for training that strengthens individual competencies. The primary focus is technology and administrative training, although communication training is also vital in improving interpersonal skills and disseminating information to the community.

The following are the views of the village officials regarding the type of training they consider necessary, delivered by the informant based on the level of urgency.

Table 1. Village Apparatus Views on Training Needs

Types of Training	Number of Informants (%)	Requirement Level
Administrative Training	60%	Tall
Communication Training	50%	Keep
Technology Training	70%	Tall

Based on Table 1, it can be concluded that administrative and technology training is becoming more urgent, with 60% and 70% of informants considering it important. Meanwhile, although communication training is also regarded as important, its urgency is lower, with 50% of informants rating it as such.

Administrative Training

As many as 60% of informants consider administrative training to be very important and urgent. The purpose of this training is to improve the ability of village officials to manage documents, reports, and resources that are essential in managing village government. Better administrative management is expected to improve work efficiency and the quality of service to the community.

Communication Training

Although communication training is less important than administrative and technology training, 50% of informants still consider it essential. This training aims to improve the ability of village officials to communicate with the community. Good communication skills will make it easier to convey village policies and strengthen the relationship between village officials and the community.

Technology Training

Technology training is urgent, with 70% of informants valuing it as very important. This shows that village officials in Cibunar Village are aware of the importance of technology in improving administrative efficiency and public services. The use of digital technology is key in accelerating data processing and increasing the transparency of village management.

This research provides important insights into the type of training needed by village officials in Cibunar Village. Administrative, communication, and technology training has a significant role in increasing the capacity of village apparatus to carry out their duties more effectively and efficiently. Therefore, it is important to design training programs that are per local needs to improve the quality of administrative and public service management at the village level. This study has several limitations, especially in terms of limited coverage of Cibunar Village which has certain characteristics, so it may not reflect the conditions of other villages as a whole. Therefore, it is recommended that further research be carried out in various villages by considering more diverse variables. Although interviews and observations have been conducted in depth, some training needs still need to be further researched.

Quantitative research can be done to obtain more representative and comprehensive data in the future. This study recommends that the village government and related parties design training programs that are more focused on improving administrative, communication, and technology skills. The training program must be adapted to the needs in the field and utilize information technology to expand its reach and increase its effectiveness.

CONCLUSION

This research was conducted to thoroughly examine the training needs of apparatus in Cibunar Village, Tarogong Kidul District, Garut Regency, as a strategic step in strengthening the capacity of human resources at the village level. Based on the results obtained, training in the field of administration and technology occupies a leading position as a priority need, while communication training remains relevant but has a lower level of urgency. These findings indicate a mismatch between the actual capabilities of the apparatus and the demands of competencies needed in effective, accountable, and adaptive village

governance to the times. Through the *Training Needs Analysis* (TNA) approach, this study succeeded in mapping training needs from three perspectives—namely organizational aspects, task responsibilities, and individual characteristics—which provide a solid basis for designing training that is in accordance with real conditions and needs in the field. The implementation of TNA has proven to provide a clear direction in an effort to improve the quality of village apparatus, as well as prepare them to face technological challenges and increasing demands for service to the community. Overall, the results of this study contribute to strengthening public administration practices and human resource management in villages by emphasizing the importance of preparing training programs based on actual needs as the primary foundation in building resilient, sustainable, and responsive village governance to ongoing social changes.

IMPLEMENTATION

This publication makes an essential contribution to the development of academic literature in the field of public administration and human resource management of village apparatus. The findings enrich the discussion on the importance of using the Training Needs Analysis (TNA) approach in designing training that is appropriate to specific local needs, and offer a practical model that can be used as a reference for other researchers researching similar topics in the context of village government in Indonesia. The implications for the community are reflected in the potential application of the results of this research in improving the quality of public services at the village level. Village governments and training institutions can use the results of this study as a basis for designing training programs that are more responsive to the real needs of village officials, which in turn will improve the quality of governance and encourage community participation in village development. More broadly, the implication for the nation and state is the opening of opportunities to strengthen bureaucratic reform from the village level through the empowerment of village apparatus. This is in line with the vision of inclusive and sustainable national development.

Acknowledgments

The author would like to express his deepest gratitude to the Faculty of Postgraduate Studies, University of Garut (UNIGA), for the moral support and facilities provided throughout the research process until the publication of this article. Thank you also to the Government of Cibunar Village, Tarogong Kidul District, Garut Regency, for providing permits and beneficial information in implementing this research. Special awards were given to all informants and village officials who have taken the time and shared significant experiences for the success of this research.

BIBLIOGRAPHY

- Adisasmita, R. (2014). *Rural and Rural Development*. Yogyakarta: Graha Ilmu.
- Fitriana, N., & Putra, D. A. (2021). *Optimization of Competency-Based Training in Capacity Development of Village Apparatus*. Jakarta: Human Resources Development Agency of the Ministry of Home Affairs.
- Hendrawardani, I., & Masngudi. (2020). *Training of Village Apparatus Based on Real Needs and Its Influence on the Effectiveness of Public Services*. Jakarta: Ministry of Villages, Development of Disadvantaged Regions, and Transmigration.
- Hilman, D., Alfrianto, R., & Rohmawati, S. (2024). *Apparatus Competency Gap in Digital Services in Kesugihan Village*. Bandung: Research Center for Village Apparatus Resource Development.
- Ministry of Home Affairs. (2017). *Permendagri No. 114 of 2014 concerning Guidelines for Village Development*. Jakarta: Ministry of Home Affairs of the Republic of Indonesia.
- Ministry of Villages PDTT. (2020). *General Guidelines for Village Community Development and Empowerment Programs*. Jakarta: Ministry of Villages, Development of Disadvantaged Regions, and Transmigration.
- Mondy, R. W., & Martocchio, J. J. (2016). *Human Resource Management*. Boston: Pearson Education.
- Prasetyo, T. (2019). *Capacity Development of Human Resources of Village Apparatus in the Perspective of Soft Skills*. Yogyakarta: State Administration Institution of the Republic of Indonesia.
- Ramadhani, L. A., & Kudus, R. A. (2024). *Training Needs Analysis in Mekarwangi Village Apparatus: Implications for Training Planning*. Surabaya: Universitas Airlangga Press.
- Rasyid, M. R. (2016). *Bureaucracy in the Perspective of Public Administration*. Jakarta: Ghalia Indonesia.
- Sugiyono. (2020). *Qualitative, Quantitative, and R&D Research Methods*. Bandung: Alfabeta.
- Sulistiyani, A. T., & Rosidah. (2022). *Human Resource Management: Concepts, Theories, and Development in Public and Business Organizations*. Yogyakarta: Graha Ilmu.
- Susanti, N., & Fitria, H. (2021). *Village Apparatus Capacity Development Strategy Through Competency-Based Training and Coaching*. Palembang: Sriwijaya University Press.
- Widodo, J. (2017). *Good Governance: A Study of the Dimensions of Accountability and Bureaucratic Control in the Era of Decentralization and Regional Autonomy*. Malang: UMM Press.
- Yunus, A., Rahmat, R., & Nurhadi, H. (2023). *Local Needs-Based Training to Improve Public Services: A Study in Pepek Village*. Makassar: Hasanuddin University Press.