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Analysis of The Implementation of Employee Management Based on Training Strategies, Career Development and Competencies in Improving Organizational Performance

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ABSTRACT

Purpose – This study aims to analyze the implementation of employee management strategies based on training, career development, and competency to improve organizational performance at the South Jakarta City Land Office.

Methodology/approach – his study uses a qualitative descriptive method with an ethnographic approach. The ethnographic approach was chosen to deeply understand organizational culture, work interaction patterns, and employee management practices within the South Jakarta Administrative City Land Office

Findings – Overall, this study confirms that public sector organizations that are able to integrate training strategies, career development, and competencies in a planned manner will be better prepared to face changes in the work environment, technological developments, and increasing public demands for quality services. Therefore, strengthening strategic employee management is one of the keys to the success of bureaucratic reform and continuous improvement of organizational performance.

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INTRODUCTION

Human resources are an important element in determining the success of an organization. In public sector organizations, the quality of employees has a great influence on the effectiveness of services to the community. Competent and professional employees are able to create fast, precise, transparent, and accountable services. Therefore, human resource management is a strategic part of supporting bureaucratic reform and improving the quality of public services.

The Ministry of Agrarian and Spatial Planning/National Land Agency (ATR/BPN) is a government agency that has an important role in the implementation of land and spatial planning services. One of the work units that deals directly with the community is the South Jakarta Administrative City Land Office. Along with the development of electronic-based service systems, such as electronic certificates and the digitization of land services, organizations are required to have employees who are able to adapt to changes in work systems and technological developments (Cho et al., 2023).

Employee management is not only related to personnel administration, but also includes training strategies, career development, and strengthening employee competencies (Sedarmayanti, 2021). This strategy is important because employees are the main asset of the organization that determines the success of public services. Training is needed to improve technical skills and knowledge of employees (Noe, 2020). Career development serves to provide motivation and direction for employee professional development (Niati et al., 2021). Employee competence is the basis for creating effective and quality services (Mangkunegara, 2022). These three aspects are interrelated and are an important part of improving organizational performance.

The 2022–2024 South Jakarta Administrative City Land Office Performance Report shows that the organization is able to maintain good performance achievements, but still faces a number of challenges in human resource management. The implementation of training has not fully reached all employees and is not always based on work needs. Career development opportunities have not been felt equally by all employees. In addition, there is still a competency gap in facing digital service transformation. This condition shows the need to strengthen employee management to be in line with organizational demands and technological developments.

Previous studies have shown that training, career development, and competencies have a positive effect on improving employee and organizational performance. However, most of the research is conducted with a quantitative approach and not many have studied these three aspects in an integrated manner in the context of land agencies. Thus, this study has an element of novelty because it qualitatively analyzes the implementation of training strategies, career development, and competencies at the South Jakarta Administrative City Land Office, as well as identifying supporting and inhibiting factors for its implementation.

This study aims to analyze the application of training strategies, career development, and competencies in improving organizational performance at the South Jakarta Administrative City Land Office. In addition, this study also aims to identify supporting and inhibiting factors and formulate a model for strengthening strategic employee management that is relevant to the needs of public sector organizations. The results of the research are expected to make a theoretical contribution to the development of human resource management science and become practical input for government agencies in developing more effective, adaptive, and sustainable employee management policies.

LITERATURE REVIEW

Employee Management

Employee management is an important part of human resource management which aims to manage, develop, and optimize employee potential to be able to support the achievement of organizational goals. According to Sedarmayanti (2021), employee management not only includes personnel administration, but also includes training, career development, and competency strengthening as a strategy to improve performance.

Training

Training is a systematic process to improve the knowledge, skills, and ability of employees in carrying out job duties. Noe (2020) explained that training functions to increase employee readiness to face organizational changes and technological developments. Research by Niati et al. (2021) shows that training has a positive influence on improving employee performance, both individually and organizationally..

Career Development

Career development is an organizational effort to provide opportunities for employees to improve professional capacity through promotion, rotation, mutation, education, and competency development. According to Niati et al. (2021), planned career development can increase employee motivation, job satisfaction, loyalty, and productivity. Santilli et al. (2023) also emphasized that career adaptability is an important factor in dealing with changes in the dynamic work environment..

Competencys

Competence is a combination of knowledge, skills, attitudes, and behaviors that are necessary to carry out work effectively. Mangkunegara (2022) stated that competence is the main foundation in increasing productivity and work effectiveness. Asbullah and Suharno (2022) and Damayanti and Dewi (2024) found that human resource competence has a significant effect on service quality and organizational performance.

Strategic Human Resource Management (SHRM)

In the perspective of Strategic Human Resource Management (SHRM), employees are seen as strategic assets that have an important role in creating organizational excellence. David (2023) explains that effective human resource management must be integrated with organizational goals through competency development, continuous training, and a clear career system. Taufan (2025) also concludes that effective human resource management plays an important role in improving the performance of the state civil apparatus.

METHODOLOGY

This study uses a qualitative descriptive method with an ethnographic approach. The ethnographic approach was chosen to deeply understand organizational culture, work interaction patterns, and employee management practices within the South Jakarta Administrative City Land Office. This approach is used because research focuses not only on administrative aspects, but also on the social meaning, behavior, and work dynamics that affect the implementation of training strategies, career development, and competencies in improving organizational performance.

The research was carried out at the South Jakarta Administrative City Land Office through direct observation of organizational work activities and interactions between employees in the implementation of public services. Research informants are determined by purposive sampling technique, which is the deliberate selection of informants based on the consideration that they have knowledge, experience, and direct involvement in the implementation of employee management. This research involved four main informants from structural and implementing elements with a minimum working period of ten years, consisting of the Coordinator of the General and Personnel Subdivision, the Coordinator of the Land Management Subdivision, the Coordinator of the Government Land Determination and Management Subdivision, and the General Administration. The four informants were chosen to represent various levels of positions, ranging from managerial to operational levels, so that the data obtained can provide a comprehensive picture.

Data collection techniques were carried out through participatory observation, in-depth interviews, and documentation studies. Observations were used to understand the work culture and organizational activities, interviews were conducted to obtain information about training strategies, career development, competencies, and obstacles faced by the

organization, while documentation studies were conducted on the 2022–2024 South Jakarta Administrative City Land Office Performance Report and other supporting documents.

Data analysis was carried out using the Matthew B. Miles, A. Michael Huberman, and Johnny Saldaña model which includes data condensation, data presentation, and conclusion drawing and verification. The validity of the data is maintained through source triangulation and triangulation methods by comparing information between informants and matching the results of interviews, observations, and documentation to ensure the consistency and credibility of research findings.

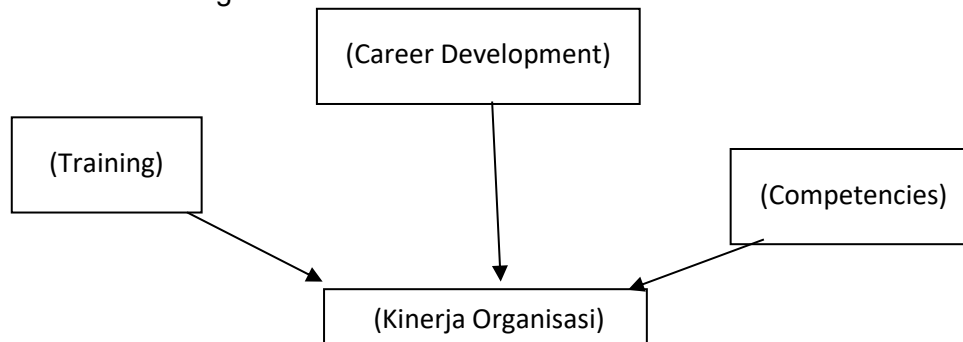


Figure 1 Conceptual model

RESULT AND DISCUSSION

The results of the study show that the implementation of training strategies, career development, and competencies at the South Jakarta Administrative City Land Office make a real contribution to improving organizational performance. These three aspects are interrelated and form an employee management system that supports the improvement of the quality of public services. Based on the results of interviews with four main informants, field observations, and documentation studies, it was found that integrated human resource management is able to improve employees' technical capabilities, strengthen work motivation, and encourage the achievement of organizational targets more effectively

Implementation of Training Strategies

Training is an important instrument in improving the technical skills and knowledge of employees. At the South Jakarta Administrative City Land Office, the training carried out includes the use of electronic land service applications, digital archive management, service administration, and understanding of the latest regulations and policies. The training program is designed to support the acceleration of services and improve employees' ability to deal with changes in the work system.

One of the informants said that: "The training strategy is prepared based on the work needs of each field, focusing on improving technical competence and the use of technology, so as to support the acceleration of services and the achievement of organizational targets." (Informant 1).

The statement shows that the training is not only aimed at improving technical skills, but also encouraging adaptability to the digital transformation of public services. Employees who participated in the training showed an increase in understanding of work procedures, mastery of electronic applications, and the ability to complete work faster and more accurately. This finding is in line with the opinion of Raymond A. Noe who stated that training functions to improve the work ability and readiness of employees in facing organizational changes.

However, the implementation of training still faces a number of obstacles. Limited budgets, limited participant quotas, and high workload have caused not all employees to get the same opportunity to take part in training. This condition has the potential to cause a gap in skills between employees, especially in mastering new technologies and applications.

Implementation of Career Development Strategies

Career development is an organization's effort to provide direction and opportunities for employees to improve their professional capacity. Based on the results of the research, the South Jakarta Administrative City Land Office has carried out promotions, rotations, and mutations of positions in accordance with the applicable provisions in the State Civil Apparatus personnel system. The process considers work experience, performance appraisals, competencies, and organizational needs.

One of the informants stated: "The career development strategy has been directed through performance assessment, competency development, and position rotation, but it is still necessary to distribute equal opportunities for all employees." (Informant 2).

The statement shows that the career development system is working, but it still requires increased transparency and equal opportunity. Career path clarity is an important factor in increasing employee motivation, loyalty, and commitment to the organization. Employees who see development opportunities tend to be more motivated to improve their work quality and competence.

These findings are in line with Niati et al. (2021) who stated that career development plays an important role in improving motivation, job satisfaction, and organizational performance. Thus, career development that is competency-based and carried out objectively will have a positive impact on the effectiveness of the organization.

Employee Competence as a Determining Factor for Performance

Employee competencies are a combination of knowledge, skills, and behaviors needed to carry out tasks effectively. In this study, employee competence is proven to be a factor that greatly determines the success of the implementation of land services. One of the informants said: "In general, the competence of employees is adequate to carry out their duties, especially in the technical and service fields, but there is still a need for improvement in the use of technology and adaptation of new regulations." (Informant 3)

The statement shows that employees already have a good competency base, but still need continuous strengthening, especially in the use of information technology and understanding of regulatory changes. Adequate technical, managerial, and socio-cultural competencies allow employees to provide services that are more responsive, accurate, and oriented to the needs of the community.

These findings support the view of Anwar Prabu Mangkunegara who emphasizes that competence is the main foundation in increasing productivity and work effectiveness.

Supporting and Inhibiting Factors

The research found several main supporting factors, namely leadership commitment, collaborative organizational culture, regulatory support, and the use of information technology. A harmonious working relationship between employees and leadership that supports learning is an important factor in creating a conducive work environment.

On the other hand, there are a number of inhibiting factors, including limited training budgets, high workload, uneven development opportunities, and not optimal capacity building programs for non-State Civil Apparatus employees. One of the informants mentioned that the main obstacle was also "in the implementation of the evaluation and follow-up," which showed that the evaluation of the employee development program had not been carried out optimally.

Evaluation of Organizational Training and Learning

Research shows that the evaluation of training implementation still needs to be strengthened. So far, the evaluation has focused more on the number of participants and the implementation of activities, while the measurement of the impact of training on improving

service quality has not been carried out systematically. Therefore, organizations need to implement an evaluation system that assesses changes in work behavior and contribution to performance achievement.

The transformation of electronic-based land services requires organizations to build a continuous learning system. Improving employee competencies must be part of an organizational strategy that is carried out consistently and planned so that the organization is able to adapt to technological developments and societal needs.

Strategic Employee Management Strengthening Model

Based on the results of the research, a model for strengthening strategic employee management was formulated which consists of four main components, namely: (1) training based on work needs, (2) competency-based career development, (3) strengthening organizational culture, and (4) continuous organizational learning. This model places employees as strategic assets that must be developed systematically in order to be able to support the improvement of the quality of public services and organizational effectiveness.

Theoretical Discussion

The findings of the study show that training, career development, and competencies are closely related in forming professional, adaptive, and service-oriented employees. Organizations that are able to integrate these three aspects will be better prepared to face changes in the work environment and societal demands.

The results of this research are in line with the concept of strategic human resource management which places employees as strategic assets of the organization. According to Taufan, S. U. A. (2025) it was concluded that effective human resource management plays an important role in improving the performance of the state civil apparatus. In the context of the public sector, an integrated employee management strategy is an important foundation in supporting bureaucratic reform and improving the quality of public services.

The success of the implementation of employee management is also greatly influenced by the leadership of the organization. Leadership support in providing opportunities for capacity building, work motivation, and performance evaluation plays an important role in creating a productive work culture. Organizations that have a strong learning culture tend to be better able to improve the quality of public services in an ongoing manner.

CONCLUSION

Based on the results of the research, it can be concluded that the implementation of training strategies, career development, and employee competencies has a significant contribution to improving organizational performance at the South Jakarta Administrative City Land Office. These three aspects are interrelated and form an integrated employee management system in supporting the achievement of organizational goals. Training designed based on work needs has been proven to improve employees' technical skills, especially in the use of electronic land service applications, digital archive management, and understanding of the latest work regulations and procedures. Thus, training not only improves individual skills, but also strengthens the organization's ability to adapt to the digital transformation of public services.

Career development has been carried out through the mechanism of promotion, rotation, mutation, and competency development in accordance with the provisions of the State Civil Apparatus bureaucracy. This process motivates employees to improve

professionalism and performance quality. However, research shows that the career development system still requires increased transparency, objectivity, and equal opportunity for all employees. Clarity of career paths and the relationship between competencies and job promotion are important factors to strengthen employee commitment, loyalty, and work morale.

Employee competence is the main factor that determines the effectiveness of the implementation of duties and the quality of public services. Employees who have adequate technical, managerial, and socio-cultural competence are proven to be better able to provide services that are fast, precise, accurate, and responsive to the needs of the community. In the context of the transformation of electronic-based land services, adaptive competencies to technological developments and regulatory changes are very important needs for organizations.

This study also identifies supporting and inhibiting factors in the implementation of employee management strategies. The main supporting factors include leadership commitment, collaborative work culture, regulatory support, and the use of information technology. This support creates a conducive work environment and encourages continuous organizational learning. Meanwhile, the inhibiting factors found include limited training budgets, high operational workloads, non-optimal evaluation of employee development programs, and limited opportunities for capacity building for non-State Civil Apparatus employees.

As a practical contribution, this research produced a model of strengthening strategic employee management consisting of job needs-based training, competency-based career development, strengthening organizational culture, and continuous organizational learning. The model places employees as a strategic asset that must be developed systematically and continuously so that the organization is able to improve the quality of public services and performance effectiveness.

Overall, this study confirms that public sector organizations that are able to integrate training strategies, career development, and competencies in a planned manner will be better prepared to face changes in the work environment, technological developments, and increasing public demands for quality services. Therefore, strengthening strategic employee management is one of the keys to the success of bureaucratic reform and continuous improvement of organizational performance.

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