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Analysis Of The Impact Of Training And Development On The Performance Of Village Government Organizations In Suwawa District, Bone Bolango Regency

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Abstract

This study aims to determine the impact of training and development both individually and collectively on the organizational performance of village governments within the Suwawa District, Bone Bolango Regency. A quantitative method was employed, utilizing data collection techniques such as observation, interviews, documentation, and questionnaires administered to 80 respondents. The results indicate that, when analyzed individually, the training variable had a significant effect with a contribution of 35.9%, whereas the development variable did not have a significant effect, contributing only 1.8%. However, when analyzed simultaneously, both variables were found to have a significant effect, with a calculated F-value of 5.963 (significance 0.004 < 0.05) and a combined contribution of 13.4%; the remaining 86.6% is attributed to other variables not included in this research model.

Keywords: Training, Development, Government Performance

INTRODUCTION

Human resources constitute one of the most strategic assets in government administration, including at the village government level. Within the context of government organizations, the quality of human resources is a primary determinant of success in carrying out the duties, functions, and public services entrusted to each official. The concept of human resources encompasses two significant meanings: first, the labor or services contributed to organizational operations; and second, the quality of

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the individuals capable of performing the work and delivering those services optimally (Hanum et al., 2024). Theoretically, this aligns with the Human Capital Approach a major theoretical framework which views individuals as possessing a set of skills, knowledge, and abilities that serve as productive assets for an organization. From this perspective, investments in training and development are not merely expenses but strategic initiatives aimed at enhancing human resource capabilities for the advancement of the organization.

The Human Capital Approach views that investment in human resources through education, training, competency development, and health improvement will result in increased productivity, work quality, and individual ability to contribute optimally to organizational goals. The quality of human resources is the primary determinant of the progress of an organization or nation, even surpassing the importance of physical capital such as machinery and technology.

Gary S. Becker in (Tshukudu, 2021) states that human capital is a person's knowledge, skills, experience, and work behavior that directly supports increased productivity and organizational performance. In line with this, (Ramadani & M. Chaerul Rizki, 2024) emphasizes that human capital reflects the capabilities, competencies, and creativity of employees which can be developed through education and training to create organizational excellence, particularly within government agencies. Becker (1964) distinguishes human capital into two types, general human capital (general knowledge and skills applicable across various organizations) and specific human capital (specialized expertise relevant to a specific organization).

Based on actual conditions in the field, an overview of the performance achievements of officials in Suwawa District is presented in the following table:

Table 1: Performance of Village Officials Across Suwawa District

No	Village	Number of Hamlets	Village Development Index (DVI)		Realization of Village Fund Utilization (%)		
			2022 - 2023	2024 - 2025	2023	2024	2025
1.	Tingkohubu	3	Proceed	Independent	99,97	100,03	100
2.	Boludawa	4	Proceed	Independent	102,21	97,92	95,26
3.	Bube	2	Proceed	Independent	97,12	101,43	99
4.	Huluduotamo	3	Proceed	Independent	100,63	99,50	101,93
5.	Bubeya	3	Develop	Independent	98,82	94,99	100,93
6.	Bube Baru	3	Develop	Independent	99,91	98,32	100,55

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7.	Tinelo	3	Develop	Independent	99,76	94,80	101,16
8.	Ulanta	3	Proceed	Independent	99,67	95,67	102,79
9.	Tingkohubu Timur	3	Develop	Independent	100,11	97,02	104,21
10.	Helumo	3	Proceed	Independent	101,63	96,97	83,70

Source*: Siskeudes the year 2025*

Based on the data in the table, it is evident that organizational performance requires further optimization. This is indicated by various aspects that still demand attention regarding the execution of administrative tasks and the completion of work programs. Therefore, this study was conducted to examine the extent to which training and development influence the organizational performance of village governments across Suwawa District, Gorontalo Regency.

RESEARCH METHODS

This study employs a quantitative approach. The research was conducted across the village government areas within Suwawa District, Bone Bolango Regency. The study population consisted of all village officials across the 10 villages in Suwawa District, with a sample size equal to the total population specifically, 80 individuals. Data collection was conducted through direct observation at the research site, interviews, the distribution of questionnaires to respondents, and documentation. The collected data were then processed using several analysis techniques, including instrument validity and reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing via t-tests and F-tests.

RESULTS AND DISCUSSION

Validity Test

According to (Ghozali, 2021), validity testing aims to determine whether a questionnaire is valid specifically, whether the statement items effectively measure the variables under study. The test is conducted by comparing the r-calculated value with the r-table value; with 80 respondents, the degrees of freedom (df) is 78, resulting in an r-table value of 0.219 at a significance level of 0.05. A statement item is considered valid if the r-calculated value exceeds the r-table value, and invalid otherwise. A summary of the test results is presented in the following table:

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Table 2: Validity Test

VARIABEL	ITEM	r-calculated	r-table	KET
PELATIHAN (X1)	X1.1	0,383	0,219	VALID
	X1.2	0,587	0,219	VALID
	X1.3	0,693	0,219	VALID
	X1.4	0,516	0,219	VALID
	X1.5	0,639	0,219	VALID
	X1.6	0,513	0,219	VALID
	X1.7	0,614	0,219	VALID
	X1.8	0,581	0,219	VALID
	X1.9	0,667	0,219	VALID
	X1.10	0,669	0,219	VALID
	X1.11	0,632	0,219	VALID
	X1.12	0,578	0,219	VALID
	X1.13	0,366	0,219	VALID
	X1.14	0,554	0,219	VALID
	X1.15	0,621	0,219	VALID
PENGEMBANGAN (X2)	X2.1	0,612	0,219	VALID
	X2.2	0,542	0,219	VALID
	X2.3	0,661	0,219	VALID
	X2.4	0,761	0,219	VALID
	X2.5	0,702	0,219	VALID
	X2.6	0,807	0,219	VALID
	X2.7	0,663	0,219	VALID
	X2.8	0,456	0,219	VALID
	X2.9	0,564	0,219	VALID
KINERJA ORGANISASI (Y)	Y1	0,682	0,219	VALID
	Y2	0,67	0,219	VALID
	Y3	0,637	0,219	VALID
	Y4	0,417	0,219	VALID
	Y5	0,32	0,219	VALID
	Y6	0,54	0,219	VALID
	Y7	0,514	0,219	VALID

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VARIABEL	ITEM	r-calculated	r-table	KET
	Y8	0,556	0,219	VALID
	Y9	0,512	0,219	VALID
	Y10	0,553	0,219	VALID
	Y11	0,578	0,219	VALID
	Y12	0,59	0,219	VALID

Source: SPSS data processing version 27 (2026)

Based on the data in the table, all statement items for the training, development, and organizational performance variables yielded an r-calculated value greater than the r-table value (0.219). This indicates that all statement items are valid; therefore, the questionnaire instrument is suitable for use in collecting data for this study.

Reliability Test

In this study, testing was conducted using the IBM SPSS Statistics 27 program by examining the Cronbach's Alpha value. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60 (Ghozali, 2021).

Table 3: Reliability Tes

Variable	ITEM	*Cronbach's Alpha*	Standar Reabilitas	KET
Training (X1)	15	0,86	0,60	Reliabel
Development (X2)	9	0,823	0,60	Reliabel
Organizational Performance (Y)	12	0,788	0,60	Reliabel

Source: SPSS data processing version 27 (2026)

Based on the reliability test results presented in Table 1.3, the Training variable (X1) has a Cronbach's Alpha value of 0.86, the Development variable (X2) has a value of 0.823, and the Organizational Performance variable (Y) has a value of 0.788. Referring to Ghozali's (2021) criteria, all these variables are considered reliable because the resulting Cronbach's Alpha values consistently exceed the minimum standard of 0.60.

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Normality Test

According to (Ghozali, 2021) The normality test aims to determine whether the independent and dependent variables in the regression model are normally distributed. This test can be conducted using the non-parametric Kolmogorov-Smirnov (K-S) test. If the significance value of the data residuals is greater than 0.05, it indicates that the data is normally distributed. The results of the normality test are presented in the table below:

Table 4: Normality Test

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			80
Normal Parameters[a,b]	Mean		0,0000000
	Std. Deviation		3,84497200
Most Extreme Differences	Absolute		0,081
	Positive		0,081
	Negative		-0,066
Test Statistic			0,081
Asymp. Sig. (2-tailed)[c]			,200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		0,221
	99% Confidence Interval	Lower Bound	0,210
		Upper Bound	0,231
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance. e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source: SPSS data processing version 27 (2026)

Based on Table 4 above, the normality test results using the One-Sample Kolmogorov-Smirnov method show an Asymp. Sig. (2-tailed) value of 0.200. Since this

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significance value is greater than the established significance level of 0.05 (0.200 > 0.05), it can be concluded that the residual values in this regression model are normally distributed.

Heteroskedasticity Test

The heteroscedasticity test aims to determine whether there is unequal variance of the residuals across observations in a regression model. A good regression model is one that exhibits homoscedasticity meaning heteroscedasticity is absent (Ghozali, 2021).

Table 5 : Heteroskedasticity Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,497	3,382		0,443	0,659
	X1	-0,012	0,049	-0,029	-0,237	0,814
	X2	0,064	0,063	0,121	1,007	0,317
a. Dependent Variable: Abs_RES						

Source: SPSS data processing version 27 (2026)

Based on the test results presented in the table, the significance values for all variables were found to be greater than 0.05. This indicates that the regression model in this study does not suffer from heteroscedasticity, making it suitable for predicting the effect of the independent variables on the dependent variable.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a perfect or high linear relationship among the independent variables in the regression model. This test is based on Tolerance and Variance Inflation Factor (VIF) values. The complete test results are presented in the following table:

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Table 6 : Multicollinearity Test

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	IF
	(Constant)	31,538	6,252		5,044	0,000		
	Training	0,290	0,091	0,359	3,183	0,002	0,881	,134
	Development	0,019	0,117	0,018	0,163	0,871	0,881	,134
a. Dependent Variable: Organizational Performance								

Source: SPSS data processing version 27 (2026)

Based on Table 6, the Tolerance values for all variables are greater than 0.10, and the VIF values are less than 10. This indicates the absence of multicollinearity among the independent variables; therefore, the regression model is deemed suitable and reliable for use in this study.

Multiple linear regression analysis

Multiple linear regression analysis is used to measure the strength of the relationship and determine the direction of the influence between independent and dependent variables. This analysis also serves to predict the value of the dependent variable should the value of the independent variable increase or decrease. Based on the data processing results using SPSS, the summary of the regression test results is as follows:

Table 7 : Multiple linear regression analysis

Coefficients[a]						
Model		*Unstandardized Coefficients*		*Standardized Coefficients*	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31,538	6,252		5,044	0,000
	Training	0,290	0,091	0,359	3,183	0,002

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	Development	0,019	0,117	0,018	0,163	0,871
a. Dependent Variable: Organizational Performance						

Source: SPSS data processing version 27 (2026)

From the table above, the constant value (a) is 31.538, the regression coefficient for Training (X1) is 0.290, and the regression coefficient for Development (X2) is 0.019. Based on this data, the resulting regression equation model is:

$$Y = a+b_1X_1 + b_2X_2+e$$
$$Y = 31,538 + 0,290 + 0,019$$

The interpretation of the model is as follows:

1. The constant value (a) of 31.538 represents the baseline value of Organizational Performance assuming the Training and Development variables remain constant or unchanged.
2. The regression coefficient for the Training variable (X1) is positive, at 0.290. This indicates a positive relationship between training and performance; meaning that any increase in the quality or quantity of training will be accompanied by an improvement in Organizational Performance.
3. The regression coefficient for the Development variable (X2) is positive but small, at 0.019. Although this mechanically indicates that improvements in the development aspect would enhance Organizational Performance, the contribution of this variable is far lower than that of the training variable.

t-test (Partial)

Hypothesis testing was conducted using the t-test to examine the individual effect of each independent variable on the dependent variable at a 95% confidence level (alpha = 0.05). The t-table value was determined based on the degrees of freedom (df) using the formula n – k; with 80 respondents (n) and 3 variables (k), the resulting df is 77. Based on the statistical distribution table, the t-table value used is 1.991. The results of the t-test are presented in the following table:

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Table 8 : t-test (Partial)

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31,538	6,252		5,044	0,000
	Training	0,290	0,091	0,359	3,183	0,002
	Development	0,019	0,117	0,018	0,163	0,871
a. Dependent Variable: Organizational Performance						

Source: SPSS data processing version 27 (2026)

Based on Table 8, the calculated t-values and significance levels for the independent variables are as follows:

a) Hypothesis Test: Training (X1) on Organizational Performance (Y)

Based on the data analysis results, the calculated t-value is 3.183. Comparing this to the t-table value (3.183 > 1.991) and noting the significance level of 0.002 (< 0.05), the alternative hypothesis (Ha) is accepted. This indicates that the Training variable has a positive and significant influence on Organizational Performance.

b) Hypothesis Test: Development (X2) on Organizational Performance (Y)

Based on the data analysis results, the calculated t-value is 0.163. Comparing this to the t-table value (0.163 < 1.991) and noting the significance level of 0.871 (> 0.05), the alternative hypothesis (Ha) is rejected. This indicates that the Development variable does not have a significant influence on Organizational Performance in this research model.

F-test

The F-test aims to examine the simultaneous effect of the two independent variables on organizational performance. Criteria: if F-calculated > F-table or sig. < 0.05, the effect is significant. The test results are presented in the following table:

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Table 9 : F-test

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180,879	2	90,440	5,963	,004[b]
	Residual	1167,921	77	15,168		
	Total	1348,800	79			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Development , Training						

Source: SPSS data processing version 27 (2026)

Based on the test results, the calculated F-value was 5.963 with a significance value of 0.004. Since the significance value (0.004) is less than 0.05, training and development have a significant simultaneous effect on organizational performance.

Koefisien Determinasi

This test is conducted to determine the extent to which the independent variable contributes to the dependent variable. The results are presented in the following table:

Table 10 : Koefisien Determinasi

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,366[a]	0,134	0,112	3,89459
a. Predictors: (Constant), Development , Training				
b. Dependent Variable: Organizational Performance				

Source: SPSS data processing version 27 (2026)

Based on the table, an R^2 value of 0.134 was obtained. This indicates that the contribution of training and development to organizational performance is 13.4%, while the remaining 86.6% is influenced by factors outside the scope of this study.

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DISCUSSION

The Influence of Training on the Organizational Performance of Village Governments in Suwawa District, Bone Bolango Regency

Based on the partial analysis results, the training variable was proven to have a positive and significant effect on organizational performance, contributing 35.9%. This is evidenced by a calculated t-value of 3.183 and a significance value of 0.002 ($p < 0.05$). This implies that increased practical technical training greatly assists officials in better executing administrative tasks and report preparation.

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Individually, the development variable did not have a significant effect, contributing only 1.8% (calculated t-value of 0.163 and significance value of 0.871; $p > 0.05$). This outcome is attributed to the rigid organizational structure of the villages and the officials' preference for direct work guidelines over long-term development concepts.

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Simultaneously, both factors had a significant effect, with a calculated F-value of 5.963 and a significance value of 0.004 ($p < 0.05$). Their combined contribution was 13.4%, while the remaining 86.6% was influenced by other factors. Although the impact of development was not apparent in isolation, when implemented alongside training, the two complement each other to optimize organizational performance.

CONCLUSION

Based on the data analysis and discussion regarding the impact of training and development on the organizational performance of village governments in Suwawa District, Bone Bolango Regency, the following conclusions can be drawn:

1. The training variable was found to have a positive and significant partial effect on organizational performance. This indicates that improving the quality of training tailored to the technical needs of the officials will directly impact the quality of village governance.
2. The development variable was found to have no significant partial effect on organizational performance. This outcome is attributed to limitations in

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organizational structure, regulations regarding tenure, and the characteristics of the officials, who prioritize immediate practical guidance over long-term planning concepts.

3. Collectively (simultaneously), the training and development variables were proven to have a positive and significant effect on organizational performance. This indicates that the two programs complement each other when implemented in an integrated manner, thereby enabling the comprehensive capacity building of village organizations.

RECOMMENDATIONS

Recommendations provided:

1. For Village/District Governments: Strengthen practical technical training and shift the development approach to one involving periodic mentoring.
2. For Future Researchers: Include additional variables such as leadership style and expand the scope of the research. The management of the Gorontalo City District Court needs to evaluate and strengthen its career development system to more effectively motivate employees in their work.

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