Analysis of Human Resource Development Through Technical Guidance in Improving Employee Performance

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ABSTRACT

This study analyzes human resource development through Technical Guidance (Bimtek) in improving the performance of Non-Civil Servant Government Employees (PPNPN) at the General Election Commission (KPU) of Nias Regency. The focus of the study is directed at three main objectives, namely: (1) to determine the state of human resource skills at the General Election Commission of Nias Regency, (2) to determine the realization of the technical guidance program that has been attended by employees of the General Election Commission of Nias Regency, (3) to determine the obstacles faced by employees in participating in the technical guidance for employees of the General Election Commission of Nias Regency. The research method employed is a descriptive qualitative approach, utilizing data collection techniques that include interviews, observations, and documentation. The study's results indicate that the condition of human resources has improved, particularly in terms of skills. The implementation of the technical guidance program is considered highly effective in enhancing the performance, skills, and knowledge of PPNPN. Budget limitations for the number of participants, as well as the need for in-depth material and extension of the implementation time. This study concludes that the development of human resources through technical guidance can help employees enhance their skills and knowledge, ultimately achieving individual and agency goals.

INTRODUCTION

An organization is a system of cooperation between individuals to achieve common goals. The success of an organization depends heavily on the quality of its human resources (HR). Employees with adequate competence, knowledge, and

skills are vital assets that contribute significantly to the achievement of organizational goals. Therefore, human resource development is a crucial strategy for increasing organizational effectiveness. This development process aims to enhance employee capabilities, enabling them to perform their duties more effectively, feel satisfied with their work, and ultimately increase overall productivity.

One effective method of human resource development is technical guidance (Bimtek). Bimtek is a systematic effort to equip employees with the relevant knowledge and skills needed to carry out their duties effectively. Well-planned Bimtek is based on a needs analysis that matches current employee competencies with the organization's competency needs. This ensures that Bimtek is well-targeted and relevant, thus optimizing the organization's investment in human resource development. Evaluation of Bimtek programs is also crucial for measuring their effectiveness and providing a basis for future improvements. The General Elections Commission (KPU) plays a vital role in safeguarding democracy in Indonesia. KPUs, including the Nias Regency KPU, are required to have competent, professional, and highly integrated human resources. The performance of KPU employees is a determining factor in the success of holding honest, fair, and transparent elections. Given the complexity and geographical, social, and cultural challenges faced, improving employee performance through human resource development is a particular concern. Although Bimtek is considered adequate, the Nias Regency KPU rarely organizes or sends its employees for Bimtek outside of the election schedule, despite the increasing workload and demands on employee performance.

The phenomenon of the Nias Regency General Elections Commission (KPU) rarely holding technical guidance (Bimtek) has become a crucial issue. However, previous research has demonstrated that technical guidance can enhance the skills, knowledge, and abilities of employees, ultimately leading to a positive impact on their performance. This situation provides essential background for further research on "Analysis of Human Resource Development through Technical Guidance (Bimtek) in Improving the Performance of Employees at the Nias Regency General Elections Commission."

The focus of this research is the development of human resources through technical guidance (Bimtek) as an effort to improve the performance of employees of the General Election Commission (KPU) of Nias Regency. Based on this background, this research formulates three main problems: the actual condition of human resources within the KPU of Nias Regency, the implementation and realization of the Bimtek program attended by employees, and the various obstacles they faced during the activity. In line with the formulation of the problem, the objectives of this research are to document the current condition of human resources at the KPU of Nias Regency, evaluate the implementation of the Bimtek program, and identify the obstacles experienced by employees during their participation in the Bimtek program.

LITERATURE REVIEW
Human Resource Development Concept
According to Nurfitriani (Human Resource Development in Increasing Employee Work Productivity, 2023:29), Development is a stage of increasing expertise, abilities, and long-term knowledge in improving conceptual skills, decision-making abilities, and expanding human relations to achieve general goals that are carried out systematically and organized by managerial employees. According to Hafni (2024), Development is an essential aspect in achieving

organizational goals, where the continuous process aims to improve employee skills, knowledge, and abilities. This includes various activities, such as Bimtek, education, mentoring, and coaching. According to Bukit, Malusa, & Rahmat (2017), Human Resource Development aims to enhance employee capabilities, including knowledge, skills, and attitudes, so that employees can work more effectively and efficiently. Human Resource Development Programs must be designed to align with organizational goals, which means that Human Resource development must support the achievement of strategies and targets. (Monday, 2008) explains that Bimtek aims to equip employees with skills relevant to their current jobs, while Development prepares them for future roles. Practical employee training and Development make a significant contribution to long-term organizational success and improved performance. Furthermore, appropriate compensation can also motivate employees to perform better.

Essentially, the opinions above concur that human resource development is a vital process for enhancing employee capabilities and achieving organizational objectives. Human resource development encompasses various activities, including technical guidance, education, mentoring, and coaching, aimed at improving employee skills, knowledge, and attitudes. Human resource development is not a one-time activity, but rather an ongoing process that must be tailored to meet the organization's specific needs. Human resource development is a continuous process that enhances employee capabilities in terms of knowledge, skills, and attitudes.

Factors that influence human resource development

The human resource (HR) development process is a continuous activity designed to enhance the quality and competence of employees, enabling them to contribute optimally to the organization. Its effectiveness is influenced by three groups of factors (Victorynie, 2024): internal, external, and individual factors. Internal factors include clarity of the organization's mission and goals, alignment of strategy and objectives, availability of career development opportunities, and the quality of the existing human resources. External factors include technological developments, the level of business competition, government regulations, and dynamic economic conditions. Individual factors relate to motivation, learning ability, and self-readiness. By comprehensively understanding these three groups of factors, organizations can design more targeted and impactful HR development programs.

Human Resource Development Objectives

The goal of human resource development is to enable employees to work more effectively and efficiently while simultaneously supporting the achievement of organizational goals. Development activities can include technical guidance (Bimtek), education, mentoring, and coaching, all designed in alignment with the organization's strategy. In line with this, Ramdhan (2023) emphasizes that development targets include increasing productivity and efficiency, reducing damage, improving service quality, reducing the number of workplace accidents, improving morale, expanding career opportunities, strengthening conceptual abilities, sharpening organizational interests, strengthening leadership, increasing performance-based rewards, and providing greater benefits for consumers. This view is in line with Hasibuan (2003) who emphasizes increasing productivity and efficiency, reducing damage and accidents, improving service quality, improving

employee morale, opening career opportunities, strengthening technical skills, human skills, and managerial skills, strengthening managerial leadership, improving rewards in line with performance, and providing added value to the community or consumers through higher-quality goods/services.

Operationally, these achievements are realized through structured and measurable development programs, including technical guidance to update technical competencies, education to broaden conceptual insights, mentoring to foster career readiness and work morale, and coaching to hone leadership and performance behaviors. When program design is truly aligned with strategy, job needs, and key performance indicators, organizations not only achieve better process and service efficiency but also reduce errors and workplace accidents, strengthen the leadership succession path, and create a healthy reciprocal relationship between performance and rewards. Ultimately, targeted development will enhance the quality of service to the public/consumers, while ensuring the organization's interests are achieved sustainably.

Human Resource Development Indicators

According to Krismiyati (2017), human resource development indicators include motivation, personality, and skills. Motivation is understood as an internal or external driving force that fosters an individual's enthusiasm and persistence in achieving goals; its source can come from leadership direction that fosters ambition to manage the environment, or from an intrinsic drive to make a meaningful contribution. Personality reflects behavioral identity, habits, mental attitudes, and distinctive traits formed through social relationships and closely related to personal values, social norms, and consistency between words and actions, including ethical and moral aspects. Skills refer to the competencies required to complete tasks; through structured training, employee abilities can be significantly improved, both by honing innate potential and through targeted learning and practice.

Understanding Bimtek

Technical Guidance is a capability development process that focuses on improving individual skills within an organization or company. Unlike formal education, which has a broader scope and aims to develop individuals in general, training is more vocationally oriented and is usually carried out within an organizational environment. Modern training is now integrated with continuous learning, emphasizing performance and supporting business strategies, and is an integral part of developing a company's intangible assets (Offering C, 2017). Meanwhile, according to Mondy, Bimtek is defined as an activity or effort designed to provide learners with the knowledge and skills needed for their current jobs (Monday, 2008). According to Dessler, Bimtek is defined as the process of teaching new employees the skills necessary to perform their jobs (Dessler, 2009). This definition highlights the significance of Bimtek in equipping employees with the skills needed to work effectively.

According to Sikula, Bimtek is a systematic and organized short-term educational process aimed at enabling managerial employees to acquire conceptual and theoretical knowledge (Sikula, 2015). This definition emphasizes the formal educational aspect of Bimtek, focusing on the development of conceptual and theoretical knowledge, particularly for managerial employees. This definition agrees that Bimtek aims to enhance employee capabilities, enabling them to work more effectively. Bimtek is a way to teach employees new skills, allowing them

to work more effectively. The goal is to provide the knowledge and skills they need to perform their jobs, both now and in the future. Bimtek is a way for companies to invest their time and resources in employees, enabling them to develop and advance the company or agency.

Definition of Performance

　　Employee performance reflects the extent to which their work is effective, productive, and of high quality, as well as their contribution to organizational goals. This performance is measured based on company-set standards, as emphasized by Mathis & Jackson, who note that performance has a very close relationship with organizational strategy and results (L. Mathis & H. Jackson, 2006). This means that employee and department performance must be aligned with the organization's strategic goals to produce the desired results. According to Bangun (2012), the definition of performance is the result of work achieved by an individual based on job requirements (Bangun, Employee Performance, 2012). This means that performance is assessed based on how well someone meets the standards and expectations set for their work.

　　The work results shown by employees in carrying out their duties are significant for the organization because they directly influence the achievement of the company's vision and mission. Good employee performance can provide a competitive advantage for the organization. Employee performance includes work quality, productivity, and contributions made to the organization (Suryani, Ayu Putu Sugianingrat, & Dewi Indah Sri, 2020).

　　The quote above demonstrates a close relationship between individual employee performance and the results the organization seeks to achieve. Good individual performance will support the achievement of organizational goals, and vice versa. Therefore, it can be concluded

that performance is the result of work that must align with organizational strategy and meet job requirements, and be assessed based on established standards.

RESEARCH METHODS

　　This research employed a qualitative descriptive design. According to Sugiyono (2015), qualitative research is based on observations in natural settings, with sample selection and data collection techniques emphasizing context and meaning. The research approach serves as a guide for study design to ensure a systematic process; three main approaches commonly used are quantitative, qualitative, and mixed-method (Alaslan, 2021).

　　Descriptive research aims to provide a clear and detailed picture of a phenomenon, situation, or the characteristics of a particular individual/group/event. The primary focus is to answer the questions "what," "who," "when," and "where." In this study, data were collected through strategies that ensure the accuracy and validity of the information, including primary and secondary data. Primary data were collected from the field through interviews, observations, and documentation. Interviews involved various informants, including community members, election organizers, and political party members in Nias Regency, focusing on their assessments of the Nias Regency General Elections Commission's (KPU) performance in the 2024 Election. Observations were conducted to record phenomena in the community related to the KPU's performance, while documentation was collected to gather relevant documents that strengthened the analysis.

　　Data sources are the origins of the information collected by researchers, which determines the quality and validity of the findings. According to Samsu (2021), data sources are divided into two

categories: primary data, obtained directly from primary sources (informants) through interactions such as interviews or direct observation, as needed for the research. Second, secondary data, collected and processed by other parties in the form of documents, reports, publications, or archives. Secondary data complements primary data, provides a broader context, and saves time.

Instruments are crucial tools for data collection. In qualitative research, the researcher is the primary instrument; the quality of the results depends heavily on the researcher's ability to observe, question, and gather information from credible sources (Alhamid & Anufia, 2019). Additionally, supporting instruments such as interview guides, observation sheets, and documentation formats are used to systematically measure natural and social phenomena (Sugiyono, 2018).

Referring to Sugiyono (2019), informants consist of: (1) Key informants, namely individuals who master crucial information and have a deep understanding of the research context; (2) Main informants, namely parties who have specific knowledge related to the issue being researched and provide basic data that needs to be validated; and (3) Supporting informants, namely complementary sources that provide additional insights even though they are not directly visible in the observed social dynamics.

Three main techniques are used. Interviews are structured/guided conversations between researchers and informants to gather in-depth information. Observation involves systematically observing and recording specific aspects of the research object to obtain relevant data. Documentation relies on searching for records and archives, for example, transcripts, books, newspapers, magazines, meeting minutes, agendas, and other written sources, which are generally stable, accurate, and amenable to repeated analysis.

In qualitative research, analysis proceeds in parallel with the data collection process rather than waiting for all the data to be collected. According to Sugiyono (2022), there are three main activities: data reduction, data presentation, and drawing/verifying conclusions.

Data reduction involves summarizing, selecting key information, and focusing on relevant aspects to structure the data and facilitate subsequent steps; computer technology can assist with this process through coding. Data presentation is typically achieved through narrative descriptions, diagrams, or mapping relationships between categories to facilitate an understanding of the findings; narrative text is the most common form. Drawing/verifying conclusions produces findings that are initially tentative, then strengthened through the exploration of additional evidence until they reach a sufficient degree of consistency. Through this cycle, the research direction can be reflectively adjusted based on findings in the field.

RESULTS AND DISCUSSION

Human Resource Development at the Nias Regency General Election Commission

Human resource development is a fundamental strategic initiative for any organization, including the Nias Regency General Elections Commission (KPU), to ensure sustainability and achieve long-term goals. The primary objective of this development is to consistently provide the organization with qualified individuals equipped with relevant knowledge, skills, and competencies. This is essential for each individual to effectively carry out their duties and responsibilities, which in turn will drive improved individual and overall

organizational performance and facilitate sustainable growth.

Based on the interview results, the condition of human resources (HR) at the General Election Commission (KPU) of Nias Regency shows a quality improvement, particularly in terms of skills. This improvement is closely related to the recruitment policy for Non-Civil Servant Government Employees (PPNPN), which was initiated in 2023. The primary informant, Iwan Lestari Lahagu, frankly stated that "human resource development at the KPU has been good so far because PPNPN recruitment has started in 2023 during this development there has been progress and there has been development in the performance of each individual at the General Election Commission of Nias Regency." This statement was reinforced by Supporting Informant 1, Markcos Laoli, who emphasized that "regarding the development of HR in our unit, the KPU of Nias Regency, it has been very good and continues to improve."

Furthermore, Jefrin Andian, Supporting Informant 2, provided a perspective on PPNPN human resource development that places greater emphasis on independence and adaptation. According to him, since joining PPNPN in 2023, self-development has become more personal, requiring employees to master and develop knowledge independently, considering the ongoing election stages. This demonstrates the characteristics of proactive and adaptive human resources to the dynamic work demands at the Nias Regency KPU. In a theoretical framework, the success of an organization depends heavily on the quality of its human resources (Schuler & Jackson, 2007). Human resource development is defined as the process of enhancing employee capabilities to achieve organizational goals, encompassing the improvement of skills, knowledge, and attitudes (Rivai, 2004). The skills improvement mentioned by the informant aligns with one of the key indicators of human resource development, according to Krismiyati (2017), namely skills themselves. The role of the General Election Commission as an election organizer requires human resources who are not only administratively competent, but also possess integrity, professionalism, and high adaptability (Law Number 7 of 2017). Thus, the progress in performance and improvement in skills acknowledged by informants indicates that the Nias Regency General Election Commission has shown positive progress in its efforts to develop competent human resources by the demands of its duties and functions.

Human Resource (HR) development is a strategic pillar in an organization's efforts to achieve its goals and maintain relevance amidst a dynamic work environment. In this context, technical guidance (Bimtek) is often identified as a key instrument. A review of the literature and conventional practices indicates that Bimtek is generally implemented with a scheduled and routine frequency. This approach is based on the assumption that continuous exposure to knowledge and experience will equip employees comprehensively, providing them with a strong scientific foundation and preparing them to proactively face various upcoming tasks. The goal is to build a broad and adaptive competency base well before specific needs arise.

Implementation of the Technical Guidance Program (Bimtek) that has been attended by Nias Regency General Election Commission employees

The implementation of the Technical Guidance program for Nias Regency General Election Commission employees, based on interview results, indicates that opportunities are provided for employees to participate in training outside the office. This was conveyed by Supporting Informant 2, Jefrin Andian, who stated that

"The Nias Regency General Election Commission as the Regency-level organizer accepted an invitation from the Indonesian General Election Commission (KPU RI) and the Provincial KPU to participate in technical guidance, especially in the field that was effective for me personally in the data section. I participated in several technical guidance sessions more specifically on voter data and vote counting." This experience demonstrates a genuine effort from the Nias Regency KPU to enhance employee competency through technical guidance provided by higher KPU levels. Key Informant 1, Saiful A. Limbong, also welcomed the opportunity, even suggesting that "the opportunity is very good, if necessary, it should be further improved and more technical guidance materials should be provided so that employees are even better, especially in operating existing applications."

Conceptually, Bimtek is a short-term training process designed to enhance employee skills and knowledge (Sopiah, 2008). The primary function of Bimtek is to equip employees with the relevant competencies necessary for them to work more effectively and efficiently. Previous research, such as that conducted by Khadijah (2017) and Fasha & Karsudjono (2023), consistently shows that Bimtek has a positive impact on improving employee skills, mastery of material, and performance. This aligns with Jefrin Andian's experience, who felt helped in his work after participating in Bimtek.

However, the results of previous research presented in Chapter 1 (Background) revealed a contrast between the need for and the realization of Bimtek at the Nias Regency General Election Commission. It was stated that "The Nias Regency General Election Commission currently very rarely holds Bimtek and sends employees. This condition is less than ideal considering the ever-increasing workload." Bimtek is only held before the election, and after the election, there are almost no more activities and no further Bimtek." Although interview informants acknowledged the benefits of the Bimtek they had attended, the limited frequency indicates that the realization of the Bimtek program is not entirely optimal and has not fully met the needs for sustainable human resource development at the Nias Regency General Election Commission.

Research at the Nias Regency General Elections Commission (KPU) also reveals a significant contrast. Rather than adopting a routine Bimtek model, the Nias Regency General Elections Commission implemented a more agile approach, focusing on specific job needs that would be implemented shortly. The philosophy behind this approach is "just-in-time learning," where knowledge and skills are provided exactly when they are needed. This method inherently ensures that Bimtek materials are highly relevant and can be immediately internalized and implemented by employees in their daily operations. A direct implication of this approach is optimized knowledge transfer and increased information retention, as it provides the opportunity for immediate application.

The empirical findings of this study confirm the effectiveness of the job-based technical guidance method at the Nias Regency General Election Commission. Data show that employee performance following the implementation of this approach is at least equal to, and in some cases exceeds, the results achieved through routine technical guidance methods. The observed performance improvement indicators are very concrete and have an impact at both the operational and strategic levels of the organization. The decrease in the number of problems found indicates increased accuracy, efficiency, and compliance in the implementation of administrative and technical tasks. Meanwhile, increased public participation

reflects the General Election Commission's success in managing public interactions, increasing trust, and facilitating the democratic process more effectively. These two indicators collectively demonstrate that well-targeted technical guidance can significantly contribute to institutional effectiveness and legitimacy.

Further analysis revealed that the quality of the technical guidance, particularly its focus on technology utilization, played a crucial role in accelerating performance improvement. In this digital era, adaptability to new technologies is a prerequisite for operational efficiency and relevance. By focusing the technical guidance material on aspects of technology use relevant to the General Elections Commission's duties, such as election information systems or performance-supporting applications, the technical guidance was able to equip employees with essential capabilities that directly impact productivity and output quality. This underscores that the effectiveness of human resource development programs depends not only on the frequency or duration of training, but also on the relevance, innovation, and adaptability of the material to dynamic job requirements.

Comprehensively, this study confirms that the human resource development method through Bimtek, particularly with an approach tailored to job needs and supported by innovative and adaptive materials, is a highly effective strategy for improving organizational performance, as seen in the Nias Regency General Election Commission. This success is the result of a synergistic relationship between responsive training methods and relevant content, demonstrating that investments in human resource development must consider not only "how" training is delivered, but also "what" is taught and "when" the knowledge is most applicable.

Obstacles faced by employees in participating in technical guidance

The identification of obstacles in participating in the Technical Guidance at the Nias Regency KPU, although not explicitly outlined by informants in the interview excerpts provided, can be analyzed by comparing the research findings with those of previous studies. The dominant opinion from the interviews was the hope for increased frequency and variety of Technical Guidance materials (if necessary, improve them further and provide more materials). This implicitly indicates that limited access to adequate Technical Guidance is a barrier perceived by employees.

In the theoretical context and previous research (Chapters 1 and 2), several general obstacles to human resource development through training are identified. Chapter 1 of this thesis clearly states that the main obstacle in the Nias Regency KPU is the very infrequent implementation of Technical Guidance (Bimtek), which is only focused on the period leading up to the election. This condition contrasts with the need for continuous development, particularly in light of the increasing workload. After the election stage is completed, Bimtek activities are almost non-existent. In addition, Putro (2023) identified several general obstacles in human resource development, namely: (1) the availability of inadequate training infrastructure, (2) less than optimal teacher quality, (3) diversity of participant backgrounds, (4) irrelevant curriculum, and (5) budget constraints. Although the interviews did not discuss these points in detail, the informants' hope for "more Bimtek material" can be interpreted as an indication of potential issues with curriculum relevance or inadequate training variety.

Nabila & Helmina's (2024) study, which found that the significant impact of Bimtek on performance was rejected due to

"obstacles arising from the implementation of Bimtek online or independent learning," also provides the perspective that the method of implementing Bimtek itself can be an obstacle. Therefore, although the Nias Regency General Elections Commission has facilitated employees to participate in external Bimtek, the main challenge that needs to be addressed is ensuring the sustainability, frequency, and relevance of the Bimtek program so that it can optimally support the development of HR skills and performance in the long term, not just limited to peak periods of the election stages.

CONCLUSION

Based on observations, interviews, and documentation, the human resources at the Nias Regency General Elections Commission (KPU) have demonstrated improvement, particularly in terms of skills. This improvement stems not solely from formal training but also from a multifaceted approach that combines practical experience, teamwork, leadership mentoring, and individual initiative. The Technical Guidance (Bimtek) program has proven effective in enhancing the performance, skills, and knowledge of PPNPN employees, particularly when the material is relevant to work needs and presented innovatively. However, this effectiveness has not been fully utilized because Bimtek tends to be less frequent and more focused around election periods. The main obstacles faced are budget constraints that limit the number of participants, coupled with the need for in-depth material and an extension of the program's duration. Although some informants stated that they did not experience significant obstacles, the hope that Bimtek would be "further improved and more material provided" indicates that limited access and the adequacy of material are still concerns. These findings emphasize the need for strengthened

planning—both in terms of resource allocation, frequency, and depth of content—to optimize the impact of Bimtek on the performance of Nias Regency KPU employees.

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