



Implementation of Employee Training and Development Programs at Perumda Air Minum Tirta Jeneberang, Gowa, South Sulawesi

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Abstract	
<p>Keywords: <i>Employee training; employee development; human resource management; public utility organization; regional water company; service quality</i></p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p>This study aims to analyze the implementation of employee training and development programs at Perumda Air Minum Tirta Jeneberang, Gowa, South Sulawesi. The research examines how training initiatives are planned, implemented, and evaluated, as well as the challenges encountered in improving employee competence and organizational performance. A qualitative research design was employed using a case study approach. Data were collected through in-depth interviews with five key informants representing managerial and operational divisions, supported by observation and document analysis. The findings reveal that the organization conducts both technical and non-technical training programs, including operational skills, customer service improvement, and managerial development. Although the programs contribute positively to enhancing employee competence and service effectiveness, their implementation remains largely need-based and has not yet been fully integrated into a structured long-term human resource development framework. Budget constraints, scheduling conflicts, and limited evaluation mechanisms were identified as key challenges. The study implies that strengthening training needs assessment, developing systematic career development pathways, and implementing measurable post-training evaluations are essential to ensure sustainable organizational improvement and service quality in regional public utility companies.</p>

Introduction

Human resource development has become a central concern in organizational management, particularly in public utility institutions that provide essential services to the community. In the era of increasing public accountability and service quality demands, regional government-owned enterprises are required to enhance employee competence continuously. Training and development programs are widely recognized as strategic instruments for improving knowledge, skills, and professional attitudes that directly affect organizational performance. However, in many public sector organizations, training initiatives are often implemented based on short-term operational needs rather than long-term strategic human resource planning.

Recent studies emphasize that employee training and development significantly contribute to improving job performance, organizational effectiveness, and service quality. Research in public sector management indicates that systematic training enhances technical competence and managerial capabilities, which are crucial in service-oriented institutions. Furthermore, several scholars argue that training effectiveness depends not only on program delivery but also on structured planning, needs assessment, and post-training evaluation mechanisms. Despite these findings, empirical studies focusing on regional water utility companies remain limited, especially in the Indonesian context.

Most previous research has concentrated on measuring the impact of training on performance using quantitative approaches, while fewer studies explore how training programs are actually implemented within public utility organizations. There is still limited understanding regarding how training planning, execution, and evaluation processes are managed at the organizational level, particularly in regional water companies that operate under financial and administrative constraints.

Based on this gap, this study aims to analyze the implementation of employee training and development programs at Perumda Air Minum Tirta Jeneberang, Gowa, South Sulawesi. The research seeks to answer the following question: How are employee training and development programs planned, implemented, and evaluated within the organization? The novelty of this study lies in its qualitative exploration of training implementation processes in a regional public utility company, providing contextual insights into human resource development practices in local government-owned enterprises.

Literature Review

Civil Servants (Aparatur Sipil Negara)

Civil servants are professional government employees who are appointed to perform public service and governmental duties in accordance with statutory regulations. They function as implementers of public policies, providers of public services, and unifiers of the nation. As the main human resources in government institutions, civil servants play a decisive role in achieving effective and accountable governance.

In carrying out their roles, civil servants are required to demonstrate professionalism, integrity, and competence. Their performance is influenced by various organizational and individual factors, including leadership, work environment, and workload. Therefore, proper management of civil servants is essential to ensure that public services are delivered efficiently and in accordance with citizens' expectations.

Workload

Workload refers to the amount of tasks or activities that must be completed by an individual or organizational unit within a certain period. Workload encompasses physical, mental, and time demands required to accomplish job responsibilities. A balanced workload exists when job demands are aligned with an employee's capacity, skills, and available time.

Excessive workload may result in fatigue, stress, and decreased concentration, which can reduce work quality and productivity. Conversely, insufficient workload may lead to boredom and underutilization of employee potential. Therefore, workload analysis is necessary to determine whether job demands are proportional to employee capacity and organizational resources.

Factors Influencing Workload

Several factors influence employee workload. These include the work environment, job design, task complexity, availability of facilities, and employee competencies. Poor task distribution and unclear job descriptions may increase workload and create overlapping responsibilities. In addition, limited human resources and increasing service demands may intensify workload, particularly in public sector organizations. Individual factors such as education background, skills, and work experience also affect how employees perceive and manage workload. Employees whose competencies match their job requirements tend to handle tasks more effectively than those assigned to positions outside their expertise.

Workload and Public Service Performance

In public organizations, workload is closely related to service performance. High and unbalanced workload may lead to delays, errors, and declining service quality. On the other hand, well-managed workload contributes to timely task completion, accuracy, and improved public satisfaction. Previous studies have shown that workload analysis and job analysis are important tools for improving employee performance and organizational efficiency. By identifying workload distribution and employee capacity, organizations can design appropriate staffing and task allocation strategies.

Research Design and Methodology

This study employed a qualitative research design using a case study approach to explore the implementation of employee training and development programs at Perumda Air Minum Tirta Jeneberang, Gowa, South Sulawesi. The qualitative design was considered appropriate to obtain in-depth insights into organizational processes, decision-making mechanisms, and practical challenges in implementing training initiatives.

The research subjects consisted of five key informants selected purposively based on their roles and involvement in training and development activities. These informants represented top management, the human resource/administration division, the operations unit, the customer service unit, and the finance division. This selection ensured comprehensive perspectives from both managerial and operational levels.

Data were collected through semi-structured in-depth interviews, direct observation, and document analysis. Interview guidelines were developed based on key dimensions of training implementation, including planning, needs assessment, program delivery, evaluation, and challenges encountered. Organizational documents such as training schedules, internal reports, and administrative records were reviewed to support data triangulation.

Data analysis was conducted using descriptive qualitative analysis techniques. The process involved data reduction, data display, and conclusion drawing. Triangulation of sources and methods was applied to ensure credibility and consistency of findings. This approach allowed the study to systematically interpret how training and development programs are implemented within the organization.

Findings and Discussion

Findings

The findings of this study are organized into four main themes: (1) training planning and needs assessment, (2) implementation of training programs, (3) evaluation mechanisms, and (4) challenges in program implementation.

1. Training Planning and Needs Assessment

The findings indicate that training planning at Perumda Air Minum Tirta Jeneberang is primarily based on operational needs and immediate performance requirements. Informants explained that training proposals are generally submitted by each division according to technical demands, such as pipe maintenance, water distribution management, and customer complaint handling.

One managerial informant stated:

“Training programs are usually proposed by each division when there is a technical need or regulatory update that requires employees to upgrade their competence.”

However, the study found that although planning exists, it is not yet fully integrated into a structured long-term human resource development roadmap. There is no comprehensive annual competency mapping system that systematically identifies individual skill gaps.

2. Implementation of Training Programs

The organization conducts both technical and non-technical training programs. Technical training includes water treatment operations, infrastructure maintenance,

meter installation, and system troubleshooting. Non-technical programs include customer service training, financial reporting updates, and managerial workshops.

Most training activities are conducted through collaboration with external institutions, government agencies, or professional trainers. Internal knowledge-sharing sessions are also occasionally implemented. Informants reported that training contributes positively to employee confidence and job effectiveness. Operational staff expressed that technical training improves their ability to respond to field problems more efficiently.

3. Training Evaluation Mechanism

The evaluation of training programs is generally conducted informally. Feedback is typically collected after training sessions; however, there is no standardized performance measurement system to assess long-term impact on employee productivity or service quality.

An administrative informant noted:

“After training, we usually evaluate based on participant feedback, but we do not yet have measurable indicators to track performance improvement.”

This indicates that post-training evaluation remains limited to short-term perceptions rather than structured competency measurement.

4. Challenges in Implementation

Several challenges were identified in the implementation of training and development programs:

- a) Budget limitations
- b) Work schedule constraints
- c) Limited access for all employees to participate equally
- d) Absence of structured career development pathways

Despite these constraints, informants emphasized that training remains an important strategic effort to maintain service quality and organizational reliability.

Discussion

The findings indicate that the implementation of employee training and development programs at Perumda Air Minum Tirta Jeneberang is largely operationally driven rather than strategically structured. Training planning is primarily based on immediate technical needs and regulatory requirements. This pattern reflects a reactive training model, where programs are designed to address short-term operational challenges rather than long-term competency development. From a human resource development (HRD) perspective, effective training systems ideally begin with systematic competency mapping and strategic workforce planning. The absence of a formalized annual competency framework suggests that the organization's training model has not yet fully evolved into a comprehensive HRD system.

The study also reveals that both technical and non-technical training programs contribute positively to employee confidence and work effectiveness. This finding supports HRD theory which posits that training enhances individual capability, which subsequently improves organizational performance. In public utility organizations, where service reliability and responsiveness are essential, upgrading technical skills directly influences operational efficiency. Therefore, the positive perception reported by informants aligns with the theoretical assumption that training serves as a performance-enhancing mechanism.

However, the limited evaluation mechanism identified in this study indicates a gap between training implementation and performance measurement. While participant feedback is collected, the organization does not yet apply structured post-training performance indicators. In HRD literature, evaluation is considered a critical phase to ensure training effectiveness and return on investment. Without measurable indicators, it becomes difficult to determine whether training outcomes translate into sustainable improvements in service quality.

Furthermore, budget constraints and work schedule limitations reflect common structural challenges faced by public sector organizations. These limitations often hinder equitable participation and long-term development planning. This condition suggests that organizational commitment to human resource development must be supported by strategic budgeting and policy integration. Overall, the discussion demonstrates that while training initiatives exist and generate positive short-term outcomes, the absence of a structured competency-based framework and formal evaluation system limits their long-term strategic impact.

Conclusion

This study examined the implementation of employee training and development programs at Perumda Air Minum Tirta Jeneberang, Gowa, South Sulawesi. The findings indicate that training activities are conducted regularly and focus on both technical and non-technical competencies. The programs are generally initiated based on operational needs and regulatory requirements. Although training contributes positively to employee competence and service effectiveness, its implementation remains reactive and has not yet been fully integrated into a structured, long-term human resource development framework. In addition, evaluation mechanisms are still limited to informal feedback rather than measurable performance indicators.

From a theoretical perspective, this study contributes to the human resource development literature by providing empirical evidence from a regional public utility organization, a context that remains underexplored in previous research. Practically, the findings suggest that public sector organizations, particularly regional water companies, should adopt systematic training needs assessments, competency mapping, and structured evaluation systems to maximize training effectiveness and ensure sustainable organizational improvement.

This study has several limitations. First, the research was conducted within a single organization, limiting generalizability. Second, the qualitative approach relied on perceptions of selected informants without quantitative performance measurement. Future research may incorporate mixed-method approaches or comparative studies across multiple regional water utilities to provide broader empirical validation and deeper insights into training effectiveness in public sector institutions.

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