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Research Article

CAPACITY BUILDING FOR EMPLOYEES OF THE BAITUSSALAM SUBDISTRICT OFFICE, ACEH BESAR REGENCY, IN PUBLIC SERVICE (GENERAL SERVICES)

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Abstract
Capacity building is very important because it improves the abilities and skills of employees to carry out their duties and functions. Employees can work more efficiently and effectively, which results in improved quality of public services. Employee capacity building also increases awareness and competence in using technology, which makes data and information management easier, including at the Baitussalam Sub-District Office, Aceh Besar Regency. However, there are still issues that affect service quality. Several contributing factors include employees' lack of knowledge about technology, ineffective decision-making processes, and poor communication between employees and the community. As a result, public service quality declines, community satisfaction decreases, work efficiency and effectiveness are disrupted, and the government's image is affected, necessitating an increase in employee capacity. The objectives of this study are to analyse the role of capacity building in improving the quality of public services, develop strategies to improve employee capacity building, and identify factors that affect the quality of public services at the Baitussalam Sub-District Office. This type of research is field research, which involves searching for data in the field related to issues or realities in real life. The results of the study explain that capacity building plays an important role in improving the capacity of employees at the Baitussalam Sub-District Office. Employee capacity development is carried out in accordance with the functions and duties of the employees. Effective strategies for improving employee capacity at the Baitussalam Sub-District Office can be carried out through education and training, the work environment and facilities, and guidance. There are three factors that influence employee capacity development at the Baitussalam Sub-District Office, namely government training programmes, budget, and employee awareness.

Keywords: Capacity Building, Baitussalam Subdistrict Office, Public Services

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INTRODUCTION

The era of regional autonomy has prompted a paradigm shift in governance, whereby local governments, including sub-districts as the spearhead, are required to provide high-quality, effective and responsive public services (Ibrahim & Olii, 2025). The sub-district office plays a strategic role as the main interface between the state and the community, responsible for various crucial administrative services (Laira, 2016). The capacity and competence of the apparatus within it are the main determinants in realising good governance (Batubara, 2019; Fajarwati, 2019). The phenomenon of capacity building is very important to study because it is the driving force for improving the technical and managerial capabilities and service attitudes of employees (Laira, 2016; Lestari & Wicaksono, 2019). This capacity building not only impacts the performance of individual employees, but more broadly, the efficiency of the bureaucracy, the image of government institutions, and most importantly, the level of satisfaction and welfare of the community (Anggraini, 2019; Setyorini, 2022). Without serious investment in capacity building, the noble goal of regional autonomy risks failing to be realised at the grassroots level.

According to Setyorini (2022) argue that capacity building effectively improves employee performance through increased self-confidence, work motivation, achievement, team collaboration, better communication, and excellent service to the community, which overall contributes to improved institutional performance. Budianto et al (2023) adding that it is important to realise quality, sustainable public services that support regional development objectives. This effort requires active collaboration between local governments, the central government, and all stakeholders. Human resource development as part of capacity building has been going well in recruitment, but has not been optimal in terms of uneven training, an unmotivating payroll system, and damaged support facilities at the sub-district level that need improvement (Dewi et al., 2025). Thus, through capacity building, local governments can develop the leadership potential of their employees, strengthen evaluation systems, and create a dynamic work environment to improve organisational performance and the quality of public services (Nurcahyo et al., 2024).

Most of the literature and previous studies on capacity building and public services have confirmed the positive relationship between training and improved employee performance. However, these studies are often general and macro in nature, lacking attention to the micro and contextual aspects that are specific obstacles at the operational level of a sub-district office. The existing literature tends to focus on the importance of capacity building without providing a detailed map of the types of capacity building that are most needed to address specific problems, such as low digital literacy, weak information management, or poor internal and external communication. In addition, previous studies have been weak in integrating analysis of the structural limitations faced, such as limited budgets, inadequate technological infrastructure, and unsupportive work environments, which are the daily reality in many

regional service offices. This gap has made many of the recommendations from previous studies seem impractical and difficult to implement technically.

Based on an evaluation of the weaknesses of previous studies, this research aims to address these gaps by focusing its analysis on a very specific context, namely the Baitussalam Sub-District Office in Aceh Besar Regency. This research does not merely repeat the relationship between training and performance, but attempts to conduct an in-depth identification (gap analysis) of the most crucial and priority capacity development needs for employees in that office. The focus of this study is to map in detail the inhibiting factors, whether they originate from individuals (competence, motivation), organisations (leadership, communication, SOPs), or infrastructure (technology, facilities), that affect service quality. Thus, the basis of this research is to provide a more applicable contribution by formulating realistic, measurable, and tailored capacity building strategies for the conditions and resources available at the Baitussalam Sub-District Office.

To achieve these objectives, this study was designed to answer three main questions: First, what is the role and impact of existing capacity building on the quality of public services at the Baitussalam Sub-District Office? Second, what are the main factors that hinder the effectiveness of public services and capacity building at the office? Third, what strategies are most effective in improving capacity building to enhance the quality of public services? The central argument or hypothesis proposed in this study is that effective capacity building programmes must be based on the identification of specific needs (needs assessment) and designed to directly target the root causes of the problems faced, namely not only improving technical skills (hard skills) but also strengthening managerial, communication and service ethics skills (soft skills), as well as supported by leadership commitment and a more effective reorganisation of work processes. This hypothesis is tested with the assumption that this holistic and contextual approach will be able to overcome various existing limitations and ultimately significantly improve employee performance and the quality of public services provided to the community.

LITERATURE REVIEW

Capacity building is a strategic paradigm in human resource management defined as a systematic and continuous process to improve the abilities, skills, and competencies of individuals, teams, and organisations holistically (Aviyanti et al., 2024; Susano et al., 2023). The essence lies in the transformation from a one-off ‘training’ to sustainable and integrated capacity building (Hashimy et al., 2023; Zamfir, 2017). This term emphasises efforts to empower every element within an organisation, not merely as passive recipients, but as active agents capable of analysing the environment, identifying problems, and utilising resources effectively (Bell et al., 2010). In the context of government, the meaning of capacity building is very profound because it is directly related to the mandate of the law and the demands of good governance, where increasing the capacity of the apparatus is a prerequisite for realising quality and accountable public services (Wahyuni Triana, 2013).

The concept of capacity building does not stand alone, but is rooted in and intersects with several major theories. First, the Human Resource (HR) theory, which views employees as human capital or strategic assets whose potential must be developed to the maximum, not merely as factors of production (Paroli, 2023). Secondly, the Public Service theory emphasises the state's obligation to meet the community's needs for public goods and services, whereby the capacity of the apparatus becomes the main determining variable for the quality of these services (Hasibuan et al., 2025; Simarmata & Sutrisno, 2022). Third, the principle of good governance, which demands transparency, accountability and effectiveness in government administration, is impossible to achieve without adequate institutional capacity (Putra et al., 2024; Rahmawati & Tjenreng, 2025). Thus, capacity building serves as a bridge connecting

investment in human resources with the achievement of organisational goals and the fulfilment of community rights.

The scope of capacity building can be classified hierarchically into four interrelated levels. The first level is Individual Capacity Building, which focuses on improving the hard skills (such as technological proficiency) and soft skills (such as communication and work ethics) of each employee. The second level is Team Capacity Building, which aims to build synergy, collaboration, and collective problem-solving skills within specific work units, such as service sections. The third level is Organisational Capacity Development, which targets the strengthening of systems, procedures, technological infrastructure, policies, and leadership throughout the Sub-District Office. The fourth level is Community Capacity Development, where government organisations empower communities to participate in the governance process, creating a symbiotic mutualistic relationship (Syakhirul Alim et al., 2022).

To be effective, capacity building must simultaneously cover the development of several important components and aspects (Lestari & Wicaksono, 2019; Ratnasari et al., 2016). These components include: (1) Technical Skills, namely mastery of specific skills required to perform tasks, such as operating population administration software; (2) Managerial Skills, which include planning, organising, supervising, and decision-making; (3) Non-Technical Skills (soft skills), such as interpersonal communication, teamwork, and adaptability; and (4) System and Infrastructure Development, because increasing human resource capacity is impossible without the support of adequate technology, facilities, and work procedures. Attitudes and behaviours such as awareness, commitment, and integrity are also critical components that determine long-term success.

The implementation of capacity building requires diverse and integrated strategies, tailored to specific needs and targeted levels of development (Octaviana et al., 2025). These methods may include: (1) Formal training (courses, workshops, seminars) for the transfer of knowledge and technical skills; (2) Non-formal guidance (mentoring and coaching) for more personalised and sustainable individual capacity building; (3) Research and development (R&D) to examine problems and formulate innovative solutions; (4) Collaboration and Networking with other institutions to share knowledge and resources; and (5) Regular Performance Evaluation and Monitoring to measure impact and make continuous improvements. An effective strategy is one that is not ad-hoc, but integrated into a long-term capacity building plan supported by a budget and political commitment from leadership.

Contextually, the implementation of capacity building at the Baitussalam Sub-District Office can be realised in very concrete examples. For example, to overcome the problem of slow service processes due to low digital literacy, a capacity building programme can be designed that combines intensive training in the use of the SIAK (Population Administration Information System) application, coaching from more skilled staff, followed by infrastructure development such as increasing internet bandwidth and repairing computers. The significance of this integrated programme is that it not only improves the technical abilities (hard skills) of individuals, but also increases the overall efficiency of the organisation, which ultimately leads to faster services, increased public satisfaction, and the realisation of better governance at the sub-district level.

RESEARCH METHOD

This study focuses on the issue of capacity building at the Baitussalam Sub-District Office in Aceh Besar Regency due to its urgency and direct impact on the quality of public services. The phenomenon of declining public satisfaction caused by the lack of technical competence of employees, slow service processes, and poor communication makes this issue crucial to study. This study aims to identify specific capacity-building needs and formulate applicable improvement strategies in the context of regional autonomy and good governance.

The type of research used is descriptive qualitative (Sugiyono, 2020), with an analytical approach to understand phenomena in depth (Abdussamad, 2021). Primary data was collected from 14 purposively selected informants, including the sub-district head, officials, community members, village chiefs, and village employees, to obtain a holistic perspective. Data collection techniques were carried out through triangulation methods, namely participatory observation, in-depth interviews using structured guidelines, and documentation studies of various supporting documents such as SOPs and performance reports.

The data analysis process followed the Miles and Huberman model in Rijali (2019) through three stages: data reduction, data presentation in narrative and matrix form, and drawing conclusions that are continuously verified. Data validity is ensured through credibility testing with triangulation of sources and methods, dependability through audit trails, transferability with detailed context descriptions, and confirmability to ensure that research findings are scientifically accountable.

RESULTS

Based on the results of in-depth research conducted at the Baitussalam Sub-District Office in Aceh Besar Regency, it can be concluded that capacity building plays a very important and strategic role in significantly improving the quality of public services. Comprehensive capacity building, which includes improving technical capabilities, strengthening non-technical skills, developing professional competencies, and strengthening infrastructure and procedural systems, has been proven to have a significant impact on improving the performance and productivity of the civil service. Well-structured capacity building programmes not only improve the capabilities of individual employees, but also strengthen overall institutional capacity, creating positive synergies between human resource development and improvements in the quality of public services.

Respondents from various levels, ranging from sub-district heads, civil servants, to the community, stated emphatically that the capacity building programme had provided them with new knowledge and skills that were essential in carrying out their service duties, particularly in mastering information technology, which is increasingly vital in the digital age. Employees acknowledged that by participating in a comprehensive capacity building programme, they had become more capable and confident in handling the complex service issues they faced on a daily basis. Mastery of information technology, particularly the population administration system, is one of the most prominent aspects of the positive impact of this capacity building programme. In addition, employees also reported improvements in interpersonal communication skills, conflict resolution, and time management, all of which contribute to an overall improvement in service quality.

However, this study also revealed several challenges and limitations in the implementation of capacity building that has not been fully optimised. The community, as service recipients, still expects significant improvements in terms of service speed and employee discipline. Several complaints that still frequently arise relate to the length of the service process, the absence of officers during working hours, and a lack of consistency in service quality. Community respondents stated that although there have been improvements, there is still a gap between expectations and reality in terms of the quality of service received. This can be seen in several cases where people still have to wait quite a long time to complete administrative matters, or have to come back several times because the relevant staff are not there.

These findings clearly show that even though capacity building programmes have been implemented, a more comprehensive, integrated, and sustainable approach is still needed to fundamentally transform service quality. Capacity building should not be viewed as a one-off programme or merely an administrative obligation, but should be part of an organisational culture that is continuously developed and refined. These findings reinforce the theory that

capacity building is not merely technical training, but a holistic process that must touch and transform all aspects of the knowledge, attitudes, behaviour and values of the entire apparatus. Effective capacity building programmes must be able to create a paradigm shift from simply carrying out tasks to providing quality services oriented towards public satisfaction.

This study successfully identified three key strategies that have proven effective in significantly improving employee capacity. First, structured, continuous education and training (E&T) that is relevant to real-world needs. Comprehensive E&T not only improves technical hard skills but also develops soft skills that are essential in public service. Respondents stated that employees who regularly participate in quality training demonstrate a deeper understanding of their duties, have better analytical skills in problem solving, and are more adaptive in facing new changes and challenges. Effective training programmes also include post-training evaluations to ensure that knowledge transfer and skills application actually occur in the workplace.

Secondly, the creation of a conducive working environment and the provision of adequate facilities and infrastructure. A comfortable, harmonious, and supportive working environment has been proven to significantly increase employee motivation, productivity, and loyalty. In addition, the availability of modern and adequate facilities and infrastructure, such as computers with adequate specifications, stable internet networks, updated software, and other supporting facilities, greatly determines the effectiveness of services. The community as service recipients also directly feel the positive impact in the form of faster, more accurate, and more efficient services when the supporting facilities and infrastructure are truly adequate and functioning properly. Investment in the procurement and maintenance of infrastructure has proven to be a critical factor in supporting the success of capacity building programmes.

Third, the implementation of non-formal but structured guidance and mentoring programmes. The guidance system provided by superiors and more experienced colleagues creates a more fluid, open and constructive communication dynamic, as well as a comfortable and supportive learning environment. This mentoring approach has proven to be very effective in facilitating knowledge transfer, sharing best practices and solving everyday problems in the sub-district office. Structured mentoring programmes enable new or inexperienced employees to learn directly from their seniors, while seniors also have the opportunity to develop their leadership skills. This system creates a culture of continuous learning, which is at the heart of sustainable capacity building.

This study also revealed three main factors that significantly influence the effectiveness of capacity building at the Baitussalam Sub-District Office. The first factor is training programmes from the central and regional governments, which are the main drivers of capacity building. The frequency, quality, and relevance of training greatly determine the success rate of capacity building for civil servants. However, excessive dependence on central government programmes often makes capacity building initiatives and programmes unsustainable and less responsive to local needs. There is often a gap between the training material provided and the real needs in the field, resulting in less than optimal impact. In addition, the selection mechanism for training participants, which is not always transparent and merit-based, is also an obstacle in ensuring that employees who really need and have the potential to develop themselves get a fair chance.

Budget constraints are the second significant factor limiting the ability of sub-district offices to organise independent, high-quality and sustainable capacity building programmes. Limited operational and training budgets mean that capacity building programmes often depend entirely on programmes from the district or provincial level, which are not always in line with local needs and priorities. Budget allocations for capacity building are often the first to be cut when budget adjustments are made, indicating that investment in human capital is not yet a top priority. Without adequate funding, it is impossible to organise quality training

programmes, update supporting infrastructure, or provide adequate incentives for high-performing employees.

The third factor, which is no less important, is the awareness and motivation of the employees themselves, which greatly determines the success of capacity building. The study found a wide variation in the levels of awareness and motivation among employees, with some having a growth mindset and high motivation to develop, while others tended to be resistant to change, reluctant to learn new things, and comfortable with the status quo. These differences are often influenced by factors such as age, educational background, work experience, and most importantly, the prevailing reward and punishment system. Employees who feel that capacity building is not valued or does not impact their career and remuneration tend to be unmotivated to actively participate in capacity building programmes. In addition, heavy workloads are often used as an excuse for not participating in training or other capacity building activities.

Based on the findings of this comprehensive study, several strategic steps are recommended to improve the effectiveness of capacity building in the future. First, it is necessary to develop capacity building programmes that are more integrated, sustainable, and responsive to real needs in the field. Programmes must be designed based on in-depth needs assessments and involve all relevant stakeholders. Second, there is a need to increase the allocation of a special budget for adequate and sustainable capacity development, not only for training but also for the procurement and maintenance of supporting infrastructure. The capacity building budget must be a protected and prioritised item in the regional budget.

Third, it is important to create a clear and firm reward and punishment system that supports capacity building. Employees who actively develop themselves and demonstrate improved performance should receive adequate appreciation and incentives, while those who are resistant to change need to be given special guidance. Fourth, it is necessary to build a strong organisational culture that supports continuous learning and innovation. Leaders must be role models in learning and self-development, as well as creating an environment conducive to experimentation and improvement.

Fifth, it is recommended to develop a more structured and systematic mentoring and knowledge sharing programme, so that there is effective knowledge transfer between generations of employees. The mentoring programme should be part of the career development and performance management system. With the implementation of these comprehensive and integrated recommendations, it is hoped that the capacity building of Baitussalam Sub-District Office employees can be carried out more effectively and ultimately improve the quality of public services significantly, as well as realise good governance at the sub-district level that truly serves and satisfies the community.

DISCUSSION

Based on the findings of the study, it can be concluded that capacity building plays an important role in improving the quality of public services (Irawan, 2016), particularly the Baitussalam Sub-District Office. Capacity building covering technical and non-technical aspects has been proven to improve employee competence in technology mastery, understanding of procedures, and service ethics (Maharani & Oktarina, 2025). However, its implementation still faces obstacles such as limited budgets, irregular training programmes, and varying levels of employee awareness regarding self-development. The public acknowledges the improvement in service but still expects improvements in response speed and consistency in employee discipline.

Several factors contribute to the suboptimal capacity development in this office. First, dependence on training programmes from the local government has resulted in capacity development initiatives that are reactive and unsustainable. Second, limited operational budgets have hampered the implementation of independent training programmes tailored to the specific

needs of the sub-district office. Third, low awareness among some employees of the importance of self-development has created resistance to change and innovation in the service system. Fourth, the work environment and facilities that do not fully support the internal teaching and learning process also affect the effectiveness of capacity building programmes.

This finding implies that without a comprehensive capacity development strategy, the quality of public services has the potential to stagnate or even decline (Suparjana, 2024). The impact is a decline in public trust in sub-district government institutions and the obstruction of development processes at the grassroots level (Yunaldi et al., 2021). The broader implication is that the implementation of good governance is threatened due to the lack of bureaucratic capacity to respond to the needs of the community (Wirawan et al., 2025). Furthermore, these findings indicate that investment in human resource development for civil servants is a fundamental prerequisite for achieving effective governance in the era of regional autonomy.

When compared to previous research by Andriani et al (2024), These findings indicate similarities in terms of the importance of leadership commitment and the completeness of infrastructure. However, this differs from the research conducted by Saputra and Lorita (2020) In Bengkulu City, where the dominant problem is elderly and low-educated employees, this study found that the main problem lies in the unstructured capacity development system. This study reinforces the findings of Fauzan et al (2025) about the importance of continuous training programmes, but adding a new dimension regarding the importance of individual employee awareness as a determining factor in capacity building success.

Based on these findings, several strategic steps can be recommended. First, the development of a blended learning model that integrates formal training with field mentoring to overcome budget constraints. Second, the preparation of an employee competency map based on needs assessment to ensure that training programmes are in line with actual needs. Third, the formation of an internal learning community that facilitates peer-to-peer learning among employees. Fourth, the strengthening of a reward and punishment system that motivates employees to actively develop their capacities. Fifth, advocacy to local governments to allocate a special budget for the sustainable and structured capacity building of sub-district officials.

CONCLUSION

Based on all analyses and research findings, it can be concluded that capacity building is a crucial factor in improving the quality of public services at the Baitussalam Sub-District Office. This study confirms that comprehensive capacity building, covering both technical and non-technical aspects, significantly improves employee competence in technology mastery, understanding of procedures, and service ethics. However, its implementation still faces fundamental challenges in the form of budget constraints, irregular training programmes, and varying levels of employee awareness of self-development.

The unique findings of this study reveal that the main problem lies not in human resource qualifications (such as age or education), but in an unstructured capacity building system and excessive dependence on local government programmes. This results in capacity building initiatives that are reactive, unsustainable, and ill-suited to the specific needs of sub-district offices. The implication is that without a comprehensive strategy, the quality of public services has the potential to stagnate, which could undermine public trust and hinder the implementation of good governance at the sub-district level.

Based on the research findings, several strategic steps are recommended to improve the effectiveness of capacity building at the Baitussalam Sub-District Office, namely: developing a blended learning model that integrates formal training with field mentoring and digital modules to overcome budget constraints and reach all employees efficiently; compiling a competency map based on needs assessment through in-depth mapping of the competency needs of each employee and work unit so that the training programme is in line with real needs; the establishment of an internal learning community that facilitates peer-to-peer learning forums;

the strengthening of the reward and punishment system through the development of a clear incentive system to motivate employees; and advocacy to the local government to allocate adequate and sustainable special budgets based on careful strategic planning. The implementation of these five recommendations is expected to create a structured and sustainable capacity development system that can significantly improve the quality of public services.

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