

# Development of Technical, Managerial, and Socio-Cultural Competencies of Village Apparatus Based on Training Needs Analysis in Citengah Village, Sumedang

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## ABSTRACT

This research aims to examine and formulate the need for training of village apparatus as a strategic step in the context of developing the competence of village apparatus in three aspects, namely technical, managerial, and socio-cultural. The research location was focused on Citengah Village, Sumedang Regency. This study is through the Training Needs Analysis approach through three levels of analysis, namely organizations, positions, and individuals to obtain a comprehensive picture of the existing competency gaps. This study uses a qualitative descriptive method. The results of the study show that the most urgent need lies in the mastery of technical competence, especially related to the implementation of the Village Information System (SID) and Development Planning and Village Budgeting. In addition, strengthening managerial aspects such as Program Leadership and Supervision as well as Risk Management and Social Conflict Handling are also important focuses. Socio-cultural competencies, including Public Service Ethics and Apparatus Integrity as well as Public Communication and Citizen Mediation, are also supporting factors for the creation of collaborative relationships between village governments and communities. Based on these findings, this study recommends the development of a training model that is contextual, adaptive, and prepared based on empirical needs in the field. Continuous and participatory training is expected to be able to strengthen the capacity of village institutions that are professional, transparent, and responsive to the dynamics of public services.

**Keywords:** Competency Development, Village Apparatus, Training Needs Analysis, Village

## INTRODUCTION

In principle, villages have a very important position in the structure of Indonesia's national government and play a strategic role in achieving national development goals. In recent decades, there has been a paradigm shift that is quite fundamental to the role of villages. If previously the village was positioned as a passive administrative entity, now the village has developed into an autonomous government unit with the capacity to design and implement development based on local potential and community participation. This change in perspective is in line with the mandate of Law Number 6 of 2014 concerning Villages, which emphasizes the importance of village independence in the sustainable implementation of government, development, and community empowerment. This regulation also gives broader authority to villages to manage local affairs independently, as long as it is in line with the principles of the Unitary State of the Republic of Indonesia.

The granting of autonomy creates great opportunities for villages to develop innovations in government management and development. However, this opportunity also brings consequences in the form of demands for the readiness of human resources, especially village officials, to be able to carry out their functions and responsibilities effectively. In this case, village officials are key actors in the implementation of government administration and public services at the lowest level. Therefore, strengthening the three domains of competence, namely technical, managerial, and socio-cultural, is very important so that village apparatus can carry out their duties in an accountable, responsive, and service-oriented manner.

Village officials not only need to have technical competence, such as abilities in the field of administration and village financial management, but are also required to master managerial skills in order to plan, organize, and control village development programs effectively. In addition, socio-cultural skills are also very important so that they can build harmonious interactions with the community, understand local social characteristics, and handle potential conflicts wisely. These three competencies are complementary and are important prerequisites for the success of village development.

However, the reality on the ground shows that there are still various challenges in developing the capacity of village officials, including in the Sumedang Regency area. Problems such as low understanding of policies and regulations, lack of capacity in program planning, and lack of optimal use of information technology are still obstacles that hinder the realization of effective village governance. Similar conditions were also found in Citengah Village, South Sumedang District, Sumedang Regency which was the location of this study. The village actually has adequate resource potential, both natural and social, but the quality and capacity of the apparatus still needs to be improved, especially in the aspects of planning, the use of digital technology, and community involvement in the public decision-making process.

So to deal with these conditions, a strategy for developing the capacity of the apparatus is needed that is really based on the needs of the field. One of the approaches that is considered relevant is Training Needs Analysis (TNA). This approach is used to identify competency development needs through three levels: organizational analysis, task analysis, and individual analysis. With this approach, training can be designed in a more directed, targeted manner, and in accordance with factual conditions at the village level. This training based on the results of needs analysis will help increase the capacity of the apparatus holistically. Improving technical competence will strengthen administrative and financial management; strengthening managerial competence will improve planning and decision-making skills; and socio-cultural competence will strengthen the relationship between the village government and the community. The integration of these three aspects is expected to be able to encourage the creation of an adaptive, participatory, and sustainable village government system.

This research makes an important contribution, both from an academic and practical perspective. Academically, this research enriches the literature on capacity building of village apparatus based on training needs analysis. Meanwhile, practically, the findings of this study can be the basis for designing more contextual and sustainable training for village officials, especially in Citengah Village. In addition, the results of this research can also be used as a reference by the Sumedang Regency Government in formulating policies for the development of village apparatus resources in a more systematic and targeted manner. Taking into account the complexity of the problems and existing needs, the main focus of this study is to develop a model for the development of technical, managerial, and socio-cultural competencies of village apparatus based on the Training Needs Analysis approach. It is hoped that this approach will be able to encourage the creation of village governance that is not only administratively effective, but also reflects the value of community participation, social justice, and sustainable development.

Previous research conducted in Cibunar Village, Tarogong Kidul District, Garut Regency (Fitriani & Saputra, 2023) and in Sukamukti Village, Katapang District, Bandung Regency (Ramadhani & Kudus, 2024), emphasized that training prepared based on the results of training needs analysis is able to make a real contribution to improving the technical and socio-cultural capabilities of village officials.

## LITERATURE REVIEW

Improving the quality of human resources (HR) of village apparatus is the main foundation in realizing village government that is able to respond dynamically to social, economic, and cultural changes. Since the enactment of Law Number 6 of 2014 concerning Villages, the role and responsibilities of villages have become more complex, so that apparatus is required to have adequate competence in carrying out public service functions and empowering citizens (Hidayat & Lestari, 2022). However, these capacity-building efforts still encounter obstacles, especially in terms of improving technical, managerial, and socio-cultural competencies (Putri & Nugraha, 2022). According to the approach of public administration science, the competence of village officials includes more than just technical skills. Apparatus must have managerial skills and sensitivity to the social and cultural dynamics of their society. Gunawan and Nurhayati (2021) divide this competence into three main aspects, namely the first technical, such as village financial management and development planning. Second, managerial, such as leadership, cross-sector coordination, and decision-making, and third, socio-cultural that prioritizes effective communication and local community involvement. These three aspects are considered crucial in creating inclusive and adaptive public services (Suryadi & Anggraeni, 2020).

Training Needs Analysis (TNA) is a systematic approach to identify competency gaps owned by apparatus. With TNA, the preparation of training materials can be more on target, in accordance with the demands of the position and the institutional context. Prabowo and Hidayah (2023) emphasized that the implementation of TNA is able to increase the effectiveness of training. Recent research also proves that the use of TNA in the training process has a positive impact on apparatus performance and more optimal learning outcomes (Ramadhani & Kudus, 2024). The success of the training is not only determined by the design and learning methods, but also by its conformity with village development planning documents such as RPJMDes, RKPDes, and APBDes. According to Marpaung and Handayani (2020), synchronization between TNA and village strategic plans will strengthen program effectiveness, budget efficiency, and accountability in village development governance.

Training that pays attention to locality aspects from a social, cultural, and geographical perspective has high relevance for village officials. When the training program is adapted to local conditions, participants' participation and understanding of the training materials increases significantly. Yunus et al. (2023) emphasized that locality-based training is able to increase the work motivation of officials, understanding of public services, and forming work values that are in accordance with the culture of the local community. In addition to technical competence, strengthening soft skills such as interpersonal communication, bureaucratic ethics, and conflict resolution is very important in building participatory village governance. Sari and Widodo (2021) emphasized that training that accommodates aspects of character, ethical leadership, and teamwork will create a transparent, accountable, and professional organizational culture at the village level. Citengah Village in Sumedang Regency is a concrete example of the implementation of locality-based TNA. Fitriani and Saputra (2023) revealed that the TNA approach applied in villages is able to produce adaptive, contextual, and sustainable training programs. These findings indicate that TNA-based training strategies are effective in improving the capacity of apparatus and the quality of public services at the village level.

Theories related to this theme are the first Human Capital Theory, source: Becker (1993). This theory states that education and training are important forms of investment in improving the quality of human resources. This investment is believed to be able to boost productivity and organizational performance. In the context of implementing village governance, increasing the capacity of apparatus through technical, managerial, and socio-cultural training is a key element in creating an adaptive and sustainable governance system. The second is the Competency-Based Human Resource Development Theory (CBHRD), source: McClelland (1973). The CBHRD emphasizes that human resource development must be based on the need for real competencies that include knowledge, practical skills, and relevant work attitudes. Within the scope of village apparatus, this approach encourages training design that is tailored to local conditions as well as the specific challenges faced in carrying out government and public service tasks.

The third is the Theory of Capacity Building in the Public Sector, source: Grindle (1997). The concept of capacity building views capacity development as a comprehensive process that includes improving individual capabilities, strengthening institutional structures, and creating an organizational culture that supports performance. In village government, this theory is relevant to encourage the professionalism of apparatus who are not only technically skilled, but also able to build collaborative governance that is in favor of the interests of the community.

## **METHOD**

This study applies a descriptive qualitative approach with the aim of in-depth examining the need for training as a foundation in developing the competence of village officials, which includes technical, managerial, and socio-cultural dimensions in Citengah Village, Sumedang Regency. This approach was chosen because it is able to reveal social complexities and local contexts that affect the implementation of village government functions. In addition, this approach facilitates a complete understanding of the contribution of training in strengthening the capacity of human resources at the village level. The identification of training needs is carried out by exploring the experiences, views, and knowledge of informants who play a direct role in the process of government and community service. The perspectives gathered reflect an understanding of the benefits of training, implementation challenges, and the relevance of training to improving technical, managerial, and socio-cultural skills. The unit of analysis in this study is village apparatus that holds a strategic function in the implementation of village government and the provision of services to the community.

Informants were selected using purposive sampling techniques by considering the role and direct relevance to the research topic. There are 8 informants consisting of the Village Head, Village Secretary, Finance Head, Planning Head, Administration and General Affairs, Government Head, Service Head, and Welfare Head. The research was conducted in April 2025 by adjusting the schedule of village activities to ensure that the data collected was in accordance with actual and contextual conditions. The main data collection technique is interviews, which allow for an in-depth exploration of issues openly but still within a thematic framework. In addition, participatory observations were also carried out to gain a direct understanding of training practices and administrative activities related to the competency development of village officials. The research stage begins with a literature study to develop a conceptual framework related to the analysis of training needs and competency development of village apparatus. After that, the process of informant selection, data collection, and data analysis was carried out simultaneously using an interactive analysis approach developed by Miles and Huberman in Sugiyono (2020), which includes the stages of data collection, data reduction, data presentation, and conclusion drawn.

To ensure the validity of the data, the source triangulation technique is applied, namely by comparing findings from interviews, direct observations, and other complementary documents. This approach is intended to ensure that the data obtained has a high level of credibility and objectivity and can be scientifically tested. The entire research process is carried out by upholding the academic code of ethics. Each informant was given an explanation of the purpose and benefits of the research, and was asked for conscious consent before the data was collected. The identity of the informant is kept confidential, and all information obtained is only used for scientific purposes. With a structured, contextual, and ethical methodological approach, the results of this research are expected to be able to make a relevant contribution in designing village apparatus training policies that are based on real needs and in accordance with the local socio-cultural character.

## **DISCUSSION**

This study shows that the apparatus in Citengah Village, Sumedang Regency still faces various limitations in mastering the competencies needed to carry out the functions of village government effectively. Through the Training Needs Analysis (TNA) approach, this study identifies that capacity building of village apparatus should be focused on three main domains, namely technical, managerial, and socio-cultural competencies. These three aspects are important pillars in building effective, inclusive, and quality public service-oriented village governance.

## Technical Competence

Technical competencies include basic skills in managing village government administration and the use of information technology to support modern public services. Training needs identified as high priority in this dimension include:

1. Implementation of Village Information System (SID)
2. Development Planning and Village Budgeting (RPJMDes, RKPDes, APBDes)
3. Preparation of Administrative Documents and Archive Management
4. Digitization of Village Assets and Inventory

Most of the informants, as many as 85%, consider that mastery of information technology is an urgent need. This is seen as a key factor in strengthening work efficiency, bureaucratic transparency, and modernization of the village service system. In addition, around 85% of informants emphasized the importance of administrative training as a foundation for building an orderly and structured documentation and reporting system.

## Managerial Competence

Managerial competence refers to the capacity of village apparatus in designing, coordinating, and evaluating the implementation of village development programs in an integrated manner. Training needs identified in this dimension include:

1. Program Leadership and Supervision
2. Risk Management and Social Conflict Handling
3. Data-Based Planning
4. Monitoring and Evaluation of Village Development Activities

As many as 80% of informants consider that the managerial dimension needs serious attention. This shows the urgency to strengthen leadership that is able to manage social dynamics and respond to the needs of society in an adaptive and collaborative manner.

## Socio-Cultural Competence

This competency emphasizes the ability to build harmonious social relations and effective public communication between the apparatus and the community. The types of training that are considered relevant include:

1. Public Service Ethics and Apparatus Integrity
2. Public Communication and Citizen Mediation
3. Village Deliberation Facilitation Techniques
4. Strategy to Increase Community Participation and Strengthen Social Networks

Although the level of urgency is lower than the previous two dimensions, as many as 60% of permanent informants in 2024 emphasize the importance of strengthening socio-cultural competence. This competence is seen as strategic to bridge the relationship between the village government and the community, especially in an effort to increase public participation in the development process.

## Analysis of Training Needs Based on a Three-Dimensional Model

The findings were analyzed using a training needs model that included three main elements:

1. Organizational Analysis It shows that the Citengah Village Government has been aware of the importance of institutional strengthening, especially through the digitization of the administrative system and public service governance reform.



2. Task Analysis Implies the increasingly complex workload of village officials, especially related to administrative services and documentation, so that it requires continuous technical mastery and adaptive to technological developments.
3. Individual Analysis Indicates that there is a variation in the level of competence among village officials, so that a gradual training approach is needed, according to the context, and considers the background and work experience of each individual.

### Priority Mapping Table for Training Needs of Citengah Village Apparatus

Types of Training	Competency Dimension	Priority Levels	Number of Informants (%)
Village Information System (SID)	Technical	Tall	85 %
Preparation of RPJMDes, RKPDes, APBDes	Technical	Tall	85 %
Program Leadership and Supervision	Managerial	Tall	80 %
Risk Management and Social Conflict Handling	Managerial	Tall	80%
Public Service Ethics and Apparatus Integrity	Socio-Cultural	Keep	60 %
Public Communication and Citizen Mediation	Socio-Cultural	Keep	60 %

Source: Results of field observation in 2025 and literature review on the TNA approach.

Based on the results of the analysis of the table data, training in the aspect of technical competence occupies the highest priority position according to most informants. The main focus of these needs lies in the ability to operate the Village Information System (SID) and the preparation of village development planning documents. This reflects the gap between the increasingly complex demands of village governance and the actual capacity of the human resources of the apparatus which is still limited.

Meanwhile, in the context of managerial competence, there is a deep need to strengthen the capacity of the apparatus in the aspects of program leadership, handling social conflicts, and data-based planning and evaluation. This fact emphasizes that village officials are not only required to have operational expertise, but must also be able to make strategic and adaptive decisions to the dynamics that occur in the village environment. On the other hand, although training on socio-cultural aspects is classified as a middle priority, this dimension is still considered to have an important role. The training materials include strengthening integrity and ethics in public services, improving interpersonal communication skills, and efforts to activate community participation in the development process. This competence is the foundation in building harmonious, collaborative, and fair-oriented public service working relationships.

## CONCLUSION

This study emphasizes that strengthening the capacity of village apparatus needs to be designed systematically and contextually, by referring to the actual needs that occur in the field and taking into account local social and cultural conditions. Through the Training Needs Analysis approach, this study succeeded in identifying the competency gap of village apparatus which includes three main aspects: technical, managerial, and socio-cultural. These three dimensions are important pillars in realizing adaptive, participatory, and sustainable village governance. The findings of the study indicate that technical competence occupies the most crucial position to be improved. The majority of Citengah Village apparatus do not have optimal skills in utilizing information technology, especially in the management of the Village Information System (SID), the preparation of development planning documents such as RPJMDes and RKPDes, as well as the digitization of village administration and assets. These limitations have a direct impact on the effectiveness of bureaucratic work and the quality of public services provided.

In the aspect of managerial competence, it is necessary to strengthen in terms of leadership, program control, and the ability to design and evaluate development activities based on data. Village officials must also be ready

to face increasingly complex social dynamics, including in terms of conflict resolution and building cross-sector networks collaboratively. Meanwhile, socio-cultural competence is an important element in maintaining harmonious relations between the village government and the community. Therefore, training is needed that is oriented towards improving public service ethics, interpersonal communication skills, the ability to mediate social problems, and facilitating community participation in the village development process. Through analysis in terms of organization, job duties, and individual characteristics, the TNA approach in this study emphasizes that the training design for village officials should be specific, non-uniform, and adjust to the local context such as geographical conditions and socio-cultural dynamics of each village.

The findings of this study highlight the critical need for training programs tailored to equip village officials with administrative, technological, and communication competencies that align with local realities and promote inclusive governance. However, as the research was conducted solely in Citengah Village, the generalizability of the results remains limited. Future studies are encouraged to explore the applicability of this training model in diverse village contexts, emphasizing the importance of customized, locality-based training designs over standardized top-down approaches.

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