

# Knowing the Improvement of Apparatus Performance through Education and Training at the Human Resources Development Agency Of West Nusa Tenggara Province

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**Abstract:** This study aims to identify and describe the evaluation of the impact of Level IV leadership training in the scope of the Government of West Nusa Tenggara Province on improving apparatus performance in completing tasks and functions in terms of Juridical, Psychological, and Sociological aspects in developing West Nusa Tenggara through skills, personality, attitude behavior and support from superiors and subordinates. Data retrieval This research was conducted by distributing questionnaires, interviews, observations and documentation studies to obtain qualitative data. Data analysis is done by: 1). Data reduction, 2). Data presentation, 3). Data verification and conclusions. The results of this study are that the increase in performance as a manifestation of the competencies built through education and training is a positive impact as training output and the benefits of participating in the training felt by the environment are outcomes, so that these outputs and outcomes can no longer be determined only by skills, personality and attitudes just behavior but support of institutions, organizations structurally by considering juridical, economic, sociological, and psychological aspects become important determinants in improving apparatus performance.

**Keywords:** Impact Training, operational leadership, personnel performance.

## 1. INTRODUCTION:

In the personnel management system, Echelon IV structural officers play a crucial role in planning the implementation of the agency's activities and lead subordinates and invites all strategic stakeholders in the institution to carry out these activities effectively and efficiently. Competence operational leadership that is required here is the ability to plan the agency's activities and led the successful implementation of the implementation of these activities, as indicated by five (5) main capabilities, among others: (1) Establish the character and attitude behavior of integrity in accordance with the legislation and ability to uphold public ethics, abide by the values, norms, morality and responsibility in the lead unit of the institution;

This means that competency is a characteristic of individuals who owned and used in ways that are consistent and appropriate to achieve the desired performance. The characteristics of the form of knowledge, skills, aspects of self-image, social motives, traits, mind set, mind-set, a way of thinking, feeling, and action, Have it achieved for the participants? it is very important to know whether the effects for the participants after attending a leadership education and training Level IV in 2016.

Therefore there are three-dimensional in this summative evaluation and is a policy-related evaluation. Told evaluation of policies for education and leadership training Level IV is a policy applied to accelerate the achievement of the objectives of a program, among others: (1) the impact on public issues (the target group) is expected or not, (2) the impact on the group outside the target often called externalities / impact overflow (spillover effects) (3) impact of current and future impact.

## 2. LITERATURE REVIEW:

As well as strengthening the reference and comparison in this study, here are six the results of relevant research related to the evaluation of the impact of substance Diklatpim Level IV to the increased performance of the apparatus that was held on Human Resources Development Agency Of West Nusa Tenggara Province in 2016.

- a. Buadiati, (2015), in the Journal of Urban Area Development, Bureau Publisher, urban design Undip Volume 11 (2): 211-221.2015, Diklatpim New Pattern in the Perspective of Innovation and Learning Constructivistic, the results of the research are: The old model of the State Administration Institute pursuant to Rule Number 13 Year 2013 considered ineffective. These models apply constructivist paradigm that emphasizes the learners and experience based learning approach. Some of the problems identified in connection with the case are as follows:
  - (1) What is the difference of the new model (1) and the old model?;
  - (2) What is the strategic importance of the new models of leadership education and training?;
  - (3) What are the difficulties their implementation?.

This study is a literature study that uses secondary data and analysis is done by comparing the new model based on regulation of the Head of State Administration Institution No. 20 Year in 2015 and older models of leadership education and training within the previous. The results showed three aspects of the learning process as follows:

- (1) The new model is applied "change project" as a tool to generate an "experience" that could shape the leadership skills of students;
- (2) The new model of leadership and training creates results-oriented leader in the bureaucracy is reformed;
- (3) The main obstacle is the implementation complexity and incompatibility with the low level of competence of the coach (lecturer) in the conduct of this new model. Results are in these conclusions, it can be recommended to the Board of the State Administration for training coaches to improve their ability and capacity.

The equation of this study is the object of the research is a Diklatpim apparatus of models Diklatpim old patterns. The difference in a study conducted by Budiati lies in the scope just see the difference in the activity / educational training program old patterns in the perspective of innovation alone.

- b. Rahmadani Yusran, (2015) Journal of Garuda, Evaluation of Impact of Regional Expansion Policy in Indonesia: Expansion of Regional Studies of South Solok, with the following results:

This study has been able to describe the impact of regional divisions Solok regency in West Sumatra. The results of these studies have tried to evaluate and analyze whether the policy of secession have good or bad effects on the performance of government jobs Solok. Such research is important to do because there are many significant problems that affect the performance of the work in the area of Solok, Solok government later. This research has been conducted through qualitative approach.

The equation of this study is the impact of the expansion which is a policy, and the impact of the policies that have implications for the consequences that arise from a government policy toward autonomous regions. The difference in a study conducted by Rahmadani Yusran journal lies in the focus of research that impact on different substances.

- c. Conscience, Zulkarnaen, Listyani, (2013), Movements of Policy Impact Evaluation of Civil Servants In Sintang Environmental Education Department. The results are as follows:

The scope of the study include: (1) Evaluate policies Sintang transfer of civil servants to the city; (2) Evaluation of the impact of transfer of civil servants to Sintang City; (3) The evaluation criteria Sintang transfer of civil servants to the city; and (4) The results of the evaluation of transfer of civil servants to the town of Sintang.

The method used in the study is the policy research or policy research. Object of research is the teachers serving in remote areas in Sintang away from the city.

a) As the teacher transfer policy Civil Servants to the city Sintang Sintang District Education Office environment, based on the real conditions as -kontrak matil impressed him, or as punishment indirectly by their taste and dislikel -like that can stifle creativity and spirit of dedication of teachers , Therefore, the proposal to move the work site to the Capital Sintang various reasons underlying an accumulation of magnitude hope that mutations can be carried out periodically, for smoothing the quantity and quality of teachers in the whole environment Sintang District Education Office.

b) Regarding the impact of the Civil Service mutation Sintang City known to refer to the two perspective, include: (1) Impact on the Civil Service as a teacher in the Department of Education Sintang; and (2) Impact on the workplace itself. Impact on teacher morale is obsessed return, because through mutation will deliver the refreshment of working towards a new working atmosphere, so that the teacher can further improve the competence, the following performance prowess to increase the professionalism and career as a lecturer and educator. While for a long practical workplace experience difficulties in carrying out public services in education, and for a new place of employment it will create more intense competition,

The equation of this study is the impact of the expansion which is a policy, and the impact of the policies that have implications for the consequences that arise from a government policy toward autonomous regions. The difference in a study conducted by Rahmadani Yusran journal lies in the focus of research that impact on different substances.

- d. Tiara Sakti, Mulyadi, (2015), Implementation of Education and Training in Improving Performance of Civil Servants in the Education and Culture Bengkulu Province. Based on the research and discussion above, it can be concluded that the development of employees through education and training programs at the Department of Education and Culture of the province of Bengkulu bring a positive effect, both for the employees themselves or institution. Employee development system implemented by the Education Department of Bengkulu province were based on observations of researchers, there are several considerations and requirements as follows:

- a) System development in optimizing employee productivity improvement is to work to improve the atmosphere of the organization / institution in the form of the acquisition of skills and techniques work practices so that development of an employee is considered very important.
- b) Employee development system implemented through the Education and Training (Training) provides a good response from the employees of that institution / agency really pay attention to the need for an employee in the execution of the work and responsibility that has been handed over to him.
- c) Employee motivated to carry out the work and try to improve their productivity with the development given to him.
- d) As in the implementation of employee development through education and training at the Department of Education and Culture of Bengkulu province, there is the effect caused by factors supporting and inhibiting factors, of which:
  - 1). Supporting factors include:
    - a) factors leadership
    - b) motivational factors
    - c) factors commitment
  - 2). Inhibiting factors, including:
    - a) Work performance tends to be low
    - b) Inadequate working conditions
    - c) Communication organization less effective.

The equation of this analysis, which is a policy training to career development Servants Sipildan focus of this research are equally personnel policy focusing on performance and equally in the context of career development / performance of the apparatus. The difference in substance nothing for the training must have included a career development goal / performance of the apparatus.

- e. Kristola, Adnyani, Journal Effects of Training and Work Experience Against Job Performance And Impact On Employee Career Development at the Institute for Agriculture Quarantine Class 1 Denpasar, with the following results:
  - a) Training positive and significant effect on the performance of employees of Agricultural Quarantine Class 1 Denpasar.
  - b) Work experience positive and significant effect on the performance of employees of Agricultural Quarantine Class 1 Denpasar.
  - c) Training positive and significant impact on the career development of employees Agricultural Quarantine Class 1 Denpasar.
  - d) Work experience positive and significant impact on the career development of employees Agricultural Quarantine Class 1 Denpasar.
  - e) Job performance and significant positive effect on career development Agricultural Quarantine Class 1 Denpasar.

The equation of this analysis, training which is a policy of the Civil Service career development and focus of this research are equally apparatus and focusing on training policies for performance and equally in the context of career development / performance of the apparatus through training. The difference in substance nothing for the training must have included a career development goal / performance of the apparatus.

- f. Muslihin, (2016), Evaluation Program Level IV Educational training Government of West Nusa Tenggara province. Results of research and discussion, it can be concluded as follows: (1) The reaction of the training participants to aspects of the curriculum, training and education and training facilities are in adequate category. Training curriculum entirely refers to Regulation of the Head of the State Administration Agency No. 13 of 2013 and has met the quality and expectations of the training participants. This is reflected in the ratings of participants to setting training schedules, training material development, development of teaching methods, instructional media development, benchmarking activities to best practice, and the implementation of leadership laboratory. Personnel training and education which includes organizers, trainers, speakers, coaches, and mentors have duties properly and in accordance with the criteria and expectations of the participants. Adequate training facilities in supporting the process of education and training, including classrooms, dormitories, means of support, and consumption. (2) Education Level IV Educational training to improve operational leadership competencies have been achieved. It is seen from the end of the training participants with an average of 81.25 and fit the criteria of graduation qualification training participants are in the satisfactory category. (3) There were changes in the behavior of the participants after attending Educational training Level IV. Addition of knowledge and skills and attitudes change behavior as a result of the training has to be applied to the work unit. (4) Results Educational training Program Level IV of West Nusa Tenggara Provincial government Fulfillment of competence for training

participants on the results of the training impact on improving agency performance, especially in the aspect of public services.

The equation of this analysis, training which is a policy of the Civil Service career development and focus of this research are equally apparatus and focusing on training policy in the context of career development / performance of the apparatus through training. The difference in substance that program evaluation study wanted to examine the reaction of the program, examined from the aspect of learning in enhancing the competence and the latter wants to see behavior attitude change behavior as a result of the training has to be applied to the work unit. Selanjutnya no impact on improving the competence of the apparatus in an increase in performance.

From exposure to the results of relevant studies, we can conclude that there is an intentional similarity of the objectives of research conducted that persamaan in this study lies in the object as a human resource employee government officials as policy measures for their positive behavior change as an impact towards improving the performance of the apparatus. The difference with this study conducted philosophical and sociological no because all of them examine their behavior changes in the improvement of performance of the apparatus as the positive impact of a policy.

The approach used a large part of the same that a qualitative approach but one reference which uses quantitative approach, namely a journal entitled The Effect of Training and Work Experience Against Job Performance And Impact on Career Development Officer at the Center for Agricultural Quarantine Class 1 Denpasar and Evaluation Program Educational training IV in Government of West Nusa Tenggara province, the first of these studies together to see the process that affect the increased performance and the the second program in the process of looking for differences perubahan program output.

### 3. MATERIALS:

There are two things that need to be presented with the intention of better explain the objectives in this study, namely: evaluation and impact.

#### 3.1 Evaluation

Evaluation is a process of providing information that can be used as a consideration for determining the rates and services (the worth and merit) from objectives are achieved, the design, implementation and impact to help make decisions, help accountability and improve understanding of the phenomenon. S.Eko Putro Widoyoko, (2016: 3). According to the formula, the core of the evaluation is to provide information that can be used as consideration in making a decision.

In Book Module Basic training cadres for Civil Servants, 2016 issued by the Institute of Public Administration that the character of the apparatus to be constructed in the building of character and integrity of the behavioral attitudes through education and training IV are:

- a) Participants must constantly develop their potential as optimally as possible;
- b) Competing to produce work;
- c) Upholding equal rights;
- d) Obey and adhere to the rules of the prevailing social norms;
- e) Always thinking and feeling positive in the face of any changes;
- f) Having a global perspective and act locally;
- g) Keep learning, the principle of no perfect science;
- h) Pious, and apply the values relegius.

Furthermore, in the viability plan, as Roger A. Kaufman (Harjanto, 1997: 2) Planning is projection (forecast) on what is necessary in order to achieve a legitimate purpose and worth. Planning is often also referred to as a bridge connecting the gap, or the gap between the present situation and the circumstances be expected in the future. Furthermore, it is important to aspects / components make plans, among others:

- a) Using a rational and systematic analysis;
- b) Improvement of conditions for better conditions;
- c) Promoting the principle of effectiveness and efficiency;
- d) Describing the strategy of laying accuracy.

Conducting an analysis of stakeholders is important for participants in a public organization because it will give inspirasi about how we should work together with stakeholders at various levels of the different interests and influence. In this case the participants are required to own the ability of coordination and communication in team building with stakeholders, so that:

- a) Get more ideas on the development and implementation of programs / changes;
- b) Can provide a clearer picture of the community context, potential difficulties, and of existing assets;
- c) *Sense of ownership* to program / change efforts;
- d) *more Fair* for all;
- e) Minimize rejection of the program / change;

- f) Strengthen our position if there is opposition to the program;
- g) Bridging social capital in the community;
- h) Increase the credibility of our organization: fair, ethical, transparent, and make;
- i) People like to work with us;
- j) Increase the chances of success of the program / change;

The following capabilities that are not less important than the others: the ability to innovate and optimize the full potential of available resources, as well as Implementation Guidelines Diklatpim Level IV, Regulation of the Head of State Administration Institution No. 20 in 2015, that the agenda of innovation given that the participants are able to design development potential himself, innovation management related tasks and functions of the units of the institution, build a culture of effectiveness *kepemimpinannya* and adopt and adapt management excellence duties and functions of other organizations to the work unit. In this agenda, participants will be equipped with: Creative and Innovative Thinking and the introduction of self-potential, and Benchmarking for Best Practice.

### 3.2 Impact

HA Rusdiana, (the Education Policy of philosophy to the Implementation of (2015). The impact is a change in physical condition or socially as a result of the policy output. Further, a result expected by an intervention program on the target groups (whether due to expected or not expected), and the extent to which a result was able to create new patterns of behavior on the target group (impact).

As a result of the intervention program produced by *kelompok* on target, either as expected or not, and whether these effects are not able to give rise to new behavior in the target group (effects).

Subarsono, AG., (2016: 120) in Public Policy Analysis points 4states between, that the purpose of the evaluation is to measure the impact of a policy. At a later stage, an evaluation devoted to the consequences of a policy, either positively or negatively impact. On that basis, researchers will use this theory as the basis for determining the direction of research, that the Policy Level IV education and training as a process to achieve a larger goal that is accelerating achievement of the goals and encouraged institutions / organizations, this research hopes to:

- a. Identifying *perubahankinerja* apparatus that includes:
  - 1) Build character and attitude of integrity behavior in accordance with the legislation and the ability to uphold public ethics, abide by the values, norms, morality and responsibility in the lead unit of the institution;
  - 2) Planning the implementation of the agency's activities;
  - 3) To collaborate internally and externally in managing organizational duties towards the effectiveness and efficiency of the agency's activities;
  - 4) Innovate in their respective sectors in order to realize the implementation of a more effective and efficient;
  - 5) Optimize the full potential of internal resources and external to the organization in the implementation of activities of the unit office.
- b. Determine the factors contributing to the increase of performance as competencies are built through the State Administration Institute Regulation No. 20 Year 2015, that competence which will be built through the education and training of operational IV is the ability, to plan the agency's activities and lead a successful implementation of the implementation of these activities, as indicated by the ability to:
  - a) *Mebaiknya* character and attitude of integrity behavior;
  - b) Increased ability to plan the implementation of the agency's activities;
  - c) Increased collaborative capabilities both internally and externally in managing organizational tasks;
  - d) The rise in ability to innovate in their respective sectors;
  - e) The ability to optimize the full potential of internal resources and external to the organization in the form of an effective team.
- c. Getting information about post-training constraints in project implementation institution changes, this refers to the results to be achieved pursuant to Rule Head of State Administration Institution No. 20 in 2015, namely planning and change management innovation.

Demensi impact will be assessed in the evaluation of the impact of education and training in IV are: Impact on public issues as a target group that is expected or not, the impact on the target groups outside the external impact of present and future, and the impact on costs. Impacts to be examined in this study is the impact that directly relate to the suggestion that the participants and their implications for public office as an official participant.

In this study data was obtained by performing several techniques or in the form of research instruments, namely observation, interviews, questionnaires and documentation, so as to get the information needed. These data can be in the form of numbers, but the numbers can be narrated, so that the data in qualitative research is not in the form of numbers, but narrative descriptions, even if there are numbers, the numbers in the relationship are a description. In processing qualitative data there is no addition of data, thus leading to generalization.

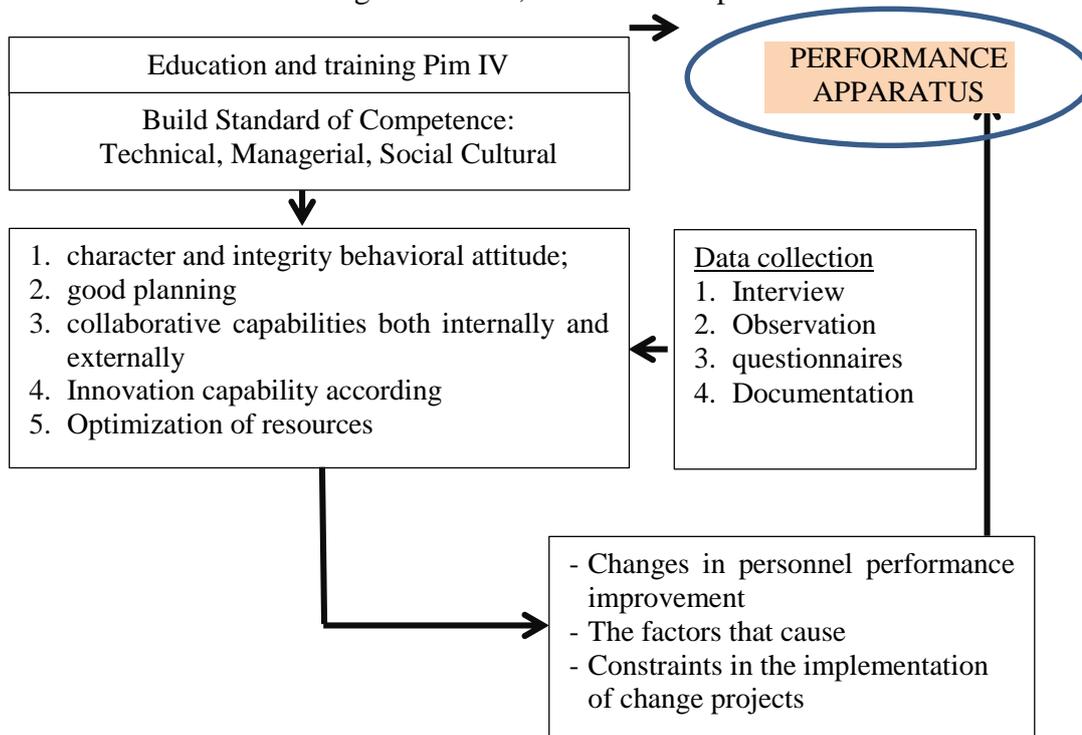
The types of data sources in the form of humans in this study were used as respondents. Humans are made the source of their role as individuals is very important because they have information. Researchers and resource

persons here have the same position, therefore the resource person is not just giving a response to what the researcher asks, but he can choose the direction and taste in presenting the information he has, (Sutopo, 2006: 57-58).

The data used in this study in the form of documents studied in the form of various kinds both primary documents and secondary documents. The primary document is in the form of data that leads to the focus of evaluations such as training schedules, biodata of education staff, final grades and data about the workplace of participants after participating in training. Secondary data in the form of supporting data evaluation focus in the form of interviews directly in the field. Data sources were obtained from the training institutions and training participant institutions located after training.

**4. THINK FRAMEWORK:**

Framework of thinking in research, such as in the picture / chart below:



**5. THEORETICAL BASIS:**

Education and leadership training to be one of the operational functions of human resource management and should be implemented because it is the responsibility and obligation of government bureaucratic organization. The term education and training are two words that are integrated as an integral part in the development of employees in the government bureaucracy or public personnel management. Education word has meaning and scope broader than training.

According to Jarvis (2004: 41), said education is an institutionalized learning process and, as such, it may be seen as the way in the which societies respond to the basic learning need in Humankind, which was Discussed prevosly. However, not all learning is educational. This statement implies that the learning process is institutionalized or organized, such as might be seen as how society responds to the basic learning needs in human life. Not all of the learning process is referred to as education. That is, the different meanings of words with the word education learning. Keywords that distinguish between education and learning is a learning process that is organized, planned, and carried out continuously and sustainably.

Based on these opinions, education is a learning opportunity designed to help individuals to thrive in the long term. Education for the apparatus is not limited to an increase in current performance, but used to help officials prepare for future jobs. Because education is the activity in it can be felt the benefits of an education process at the present time.

**6. RESEARCH METHODS:**

This study is the evaluation of the impact of leadership education and training Level IV Government of West Nusa Tenggara province Year 2016 evaluation study can be stated as well as an evaluation, but in other cases can also be expressed as a study. The approach used in the evaluation of this impact is a qualitative descriptive approach.

According Sukmadinata (2011: 73), states the research was conducted using qualitative descriptive approach, in accordance with the approach developed by Sukmadinata (2011: 73), aims to describe and illustrate the phenomena that there is both natural and human, more pay attention to the characteristics, quality, linkages between activities. Additionally, descriptive study does not provide treatment, manipulation or alteration of vari-variables studied, but

rather describes a condition that is. The only treatment is given only the research itself, which is done through observation, interviews and documentation. Muslihin (2016: 104), explaining that Kirkpatrick using a systematic process of evaluating education and training at all levels. Compared with models other evaluation, Kirkpatrick's model has a more comprehensive advantages include cognitive, psychomotor, and effective. In addition, the object of evaluation is not just a mere learning outcomes but also covers processes, outputs, to the impact on the organization. The other thing is more easily applied to grade level because it does not involve too many other parties in the evaluation process. This is what underlies this evaluation

This research data collection started from the data of reaction (reaction), behavior (behavior) and results (Result) which originate from interviews and questionnaires were distributed to the participants, superiors and subordinates participants. The use of such models are already holistic researchers consider to get the information that researchers intended impact.

**7. RESEARCH RESULT**

After the study was conducted to answer the formulation of an issue in this study, namely:

**1) How to change the increase in performance of the apparatus after following leadership education and training Level IV.**

After doing research through the distribution of questionnaires, interviews, observation and documentation of the result is that the change an increase in performance of the apparatus after following leadership education and training Level IV, occurs signifikan impact positively on participants' reactions, supervisor (mentor), subordinate (staff), behavior and the outcome (result).

Shape changes occur to the reaction of: (a). Duties and functions of the participants related to the target indicator that changes in work procedures, facilities and infrastructure, self-control, team building, and innovation. Shape changes occur on the impact of changes that increase the understanding and skills in general and positive on the tasks and functions of the participants. (B). Reactions to the institution, that institution's performance in general turned positive as a result of an increase in the skills of the duties and functions of the participants after attending training, (c). The tasks and functions of supervisor (mentor), that supervisors receive a reaction from the participants after participating in education and training so generally superior performance turned positive as a result of applying the skills of participants on the tasks and functions superiors, (d). The institutions that participants' reactions to the institution by supervisor (mentor) once participants return to their posts positive result also in the agency's performance in general turned positive as a result of an increase in performance on the tasks and functions of the participants, (e). The tasks and functions of subordinates (staff), there is increased understanding of the target indicators so that changes in general subordinate skills turned positive on subordinates, (f). Terhadap institution as a reaction from subordinates that an increase in performance by a subordinate institution (staff) at the institution's performance indicators as a result participants have to apply the knowledge gained in the training activities.

Know the results of changes in self, superiors and subordinates after participating in education and training of participants:

NO	TARGET CHANGES	REACTION LEVEL CHANGES	INDICATOR TARGET CHANGES	RESULTS IDENTIFICATION				
				STS	TS	RR	S	SS
1	Participant	Job and function	- work procedures - infrastructure - self-control - team building - innovation	0.4 %	4%	3%	45%	48%
		Institute	- work procedures - infrastructure - self-control - team building - innovation	0%	4%	4%	56%	36%
2	Tops (Mentor)	Job and function	- work procedures - infrastructure - self-control - team building - innovation	1%	10%	9%	63%	18%

3	Liege (Staff)	Job and function	- work procedures - infrastructure - self-control - team building - innovation	3%	3%	12%	61%	21%
		Institute	- work procedures - infrastructure - self-control - team building - innovation	0%	3%	9%	64%	22%

Remarks: (STS) Strongly Disagree, (TS) Disagree, (RR) Doubtful, (S) Agree, (SS) Strongly Agree

Knowing the results of behavior change after attending education and training for participants.

NO	TARGET CHANGES	REACTION LEVEL CHANGES	INDICATOR TARGET CHANGES	RESULTS IDENTIFICATION				
				TP	KD	JR	SR	SL
1	Participant	Participants' behavior on the environment	- Integrity, - Public ethics, - discipline - effective teamwork.	3.16 %	6,31 %	5.56 %	30.3 0%	54.67 %
		Participants' behavior on the environment by boss	- Integrity, - Public ethics, - disiplin - effective teamwork.	2.69 %	6,40 %	7.07 %	54.3 8%	23.91 %
		Participant behavior by subordinates on the environment	- Integrity, - Public ethics, - disiplin - effective teamwork.	2.15 %	5.81 %	3.54 %	47.7 3%	40.78 %

Description: (TP) Never, (KD) Sometimes, (JR) Rarely, (SR) Often, SL (Always)

Shape changes occur also on the behavior of participants: (a). Participant behavior related to the environment on indicators of Integrity, Ethics public, discipline, teamwork effectively increased after the participants take part in education and training Level IV it is recognized participants that increased self-confidence, discipline increases, the ability to build teamwork increases, (b ). The behavior of the participants of the behavior associated with the institution, that the organization had a positive impact on the improvement of the performance of the institution, after the education and training of participants, (c). Participants' behavior on the environment according to subordinate (the staff). There has been a positive behavior of the participants after returning from education and training and interact with the environment,

Result (result) the change that has been a change on the performance of the participants after returning from education and training to the indication, impact on the completion of tasks and functions by having character integrity behavioral attitude in planning activities, collaborations, involving the creation of innovation with the potential of existing resources to the maximum to hold on Juridical aspects, philosophical, psychological, and sociological, in the community in building the West.

## 2) Factors contributing to the increase of performance

Once participants receive training directly related to the duties and functions, as well as the operational leaders are known to have increased capability has owned the participants include proficiency skills, personality and behavioral attitudes.

a) Skills in the duties and functions as an increased operational leader. It is known from the reaction impact on the ability of Participants to the increasing performance of the indicators: 1). the ability of the participants are able to make changes work better behavior; 2). able to engage others in the work; 3). able to determine the

achievement targets; 4). being able to leave work monotonous; 5). able to accept the change; 6). able to make the program work better; and 7). able to make changes in the form of innovation agencies.

- b) Personality participants as increased operational leader. As an operational leader after the completion of the education and training of the participants have a personality as an officer who is attached directly or indirectly to the agency, and job responsibilities are responsibilities as part of the institution itself, in terms of the participants have been able to: 1). follow procedures and operational techniques; 2). develop appropriate ways of working knowledge that has been acquired in the education and training; 3). Always develop knowledge; 4). Always strive for leadership development; 5). Always optimize the support of superiors; 6). Always seek stakeholder support from superiors and subordinates; 7). Always utilize existing facilities and infrastructures; 8). Beroreintasi always in flux; 9). Always strive temperance; 10). always diagnose before taking action; 12). always oriented to innovation; and 13). Always put team. From the response that after participants kemabli boss and took office again, personality reaction participants experienced a positive change, especially against at institutionalization.
- c) The attitude of the participants as increased operational leaders as individuals who are expected to implement the operational leadership of the participants to have the ability to actualize public ethics in managing the tasks and functions of his work unit, because the attitude is a form of evaluation or feeling reaction. From the results of the evaluation conducted on the participants or the reaction of feelings revealed from superiors and subordinates after the participants back to the office and implement environmental attitudes and behave towards the institution as the operational leader

### 3) What constraints and post-education training in the implementation of change projects.

Constraints post-training for participants in applying the knowledge and skills possessed after completion of education and training, are:

5. Applying behavioral integrity as an operational leader is still difficult dilakukan because as the operational leader of the task at hand is very complex and very situational.
6. Application of a good working plan is not maximized because influenced by the policies of superiors urged appropriate to the circumstances changing field.
7. Implementation of coordination and collaboration with stakeholders not optimally applied for the duties that they overlap both in internal and external agencies.
8. The application of innovation is still difficult because the mind set of different apparatus.
9. Implementation of resource optimization is not maximized due to the resources and means confined to the institution.

## 8. CONCLUSION:

Knowing Apparatus Performance Enhancement Through Education and Training on Human Resources Development Agency of West Nusa Tenggara province, that:

1. Changes in personnel performance improvement after participating in leadership education and training Level IV due to the reaction as a form of satisfaction of participants after participating in education and training so that the participants' ability to make changes to work procedures more practical, the ability to engage others in the work increases, the ability to determine target- achievement targets increase awareness of work left monotonically increases, the ability to accept change more quickly, increasing the ability to make the program work.
2. Factors contributing to the increase of performance are: increasing skills, personality, attitude and behavior of the leader as a support for operations in place masng their duties.
3. Constraints changes in project implementation lies in: Application of behavioral integrity still difficult, policies are appropriate to the circumstances changing field, application of maximum coordination and collaboration have not been applied, application of innovation is still difficult because the mind set of the apparatus can not be changed quickly.

## 9. RECOMMENDATIONS:

- a. To reach the expected performance of the duties and functions of the current personnel should receive education and training in accordance with the competencies required in the positions, Technical Competence, Managerial Competence Social and Cultural Competence.
- b. Implications for education and leadership training Level IV as a form of policy is a development program of the old patterns corresponding regulation of the Head of State Administration Institution No. 20 in 2015 with the name of education and training Level IV, so that education and training with a model of a new pattern is important for all officers in accordance level position.
- c. Penylenggara for education and training in order to increase the capacity of an education and training and in touch with Human Resources Development and relates to facilities and infrastructure of education and training.

- d. Institute for Public Administration, is continually assessing other forms of education and training which is better in the sense of a more attractive and practical, can be applied in the field.

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