



EFFECTIVENESS OF BASIC TRAINING FOR CIVIL SERVANT CANDIDATES (CPNS) USING THE KIRPETRICK LEVEL 3 MODEL (ATTITUDE AND BEHAVIOR) AND THE CONTINUATION OF PARTICIPANTS' ACTUALIZATION AFTER PARTICIPATING IN THE TRAINING IN THE WORK AREA OF THE RIAU ISLANDS LEGAL AND HUMAN RIGHTS EDUCATION AND TRAINING CENTER

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Abstract

This study aims to determine the effectiveness of the Kirpatrick Model Level 3 Civil Servant Candidate Training (behavioral attitudes) after Alumni complete the Training, supporting and inhibiting factors on the impact of training after Alumni complete the Training and to determine the sustainability of actualization after alumni complete the training. The research method used is quantitative descriptive. The instrument used as a data collection tool is in the form of in-depth interviews with 4 direct superiors, 8 co-workers and 8 training alumni. The results of this study indicate that the effectiveness of the training can be measured successfully through changes in attitudes, knowledge, and skills of participants as seen from their behavior in the workplace, this is reinforced by the results of interviews with direct superiors. The effectiveness of the Kirpatrick Model Level 3 Civil Servant Candidate Training (behavioral attitudes) after Alumni complete the Training, from the results of interviews with direct superiors of training participants who stated that CPNS Latsar participants were able to innovate in increasing work productivity, doing work according to work standards and being responsible. Related to understanding the supporting and inhibiting factors that influence the impact of training after alumni complete the training program, from the results of interviews with direct superiors of training participants who stated that support from direct superiors, co-workers, and the work environment played a very significant role in helping alumni of basic CPNS training implement training objectives, Basic PNS values, and develop technical skills according to their formation and position. Related to the sustainability of the actualization process of Prospective Civil Servants after alumni complete the training, the sustainability of the actualization program prepared by alumni of the Training varies, depending on the relevance of the program to the main tasks and functions of alumni in their new positions, as well as the support received from superiors and co-workers.

Keywords: *Effectiveness of Basic Training for Prospective Civil Servants (CPNS), Kirpatrick Level 3 Model (Behavioral Attitude), Sustainability of Actualization*

1. INTRODUCTION

Based on Law Number 5 of 2014 concerning State Civil Apparatus, State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for civil servants and government employees with work agreements who work in government agencies. ASN has a very important role, namely as a public servant, implementer of public policy, and a unifying glue for the nation. An ASN is required to be a public servant with integrity, professionalism, working effectively and efficiently, honestly and obeying regulations and codes of ethics as well as basic values that must be used as guidelines and references in carrying out the profession as an ASN.

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Based on the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia No. 4 of 2018, the Riau Islands Legal and Human Rights Education and Training Center is a Technical Implementation Unit of the Legal and Human Rights Human Resources Development Agency which is under and directly responsible to the Head of the Legal and Human Rights Human Resources Development Agency through the Head of the Administration Division, who has the task of organizing education and training in the field of law and human rights. In carrying out the duties as referred to in the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia, namely:

1. preparation of plans, programs and budgets for the implementation of education and training in the field of law and human rights;
2. provision of education and training in the field of law and human rights;
3. monitoring, evaluation and reporting on the implementation of education and training in the field of law and human rights;
4. implementation of administrative and household affairs of the Center for Education and Training in Law and Human Rights; and
5. implementation of other functions assigned by the Head of the Human Resources Development Agency for Law and Human Rights.

The Center for Education and Training in Law and Human Rights has the task of organizing education and training in the field of Law and Human Rights and has a large burden in order to increase the capacity of Human Resources of 15,118 employees (January 2023 data) in its working area which includes 8 (eight) Regional offices, namely Aceh, North Sumatra, West Sumatra, Riau, Riau Islands, South Sumatra, Jambi and the Bangka Belitung Islands.

Related to effectiveness, in the general sense is the level of achievement of a goal or suitability in an activity carried out, then to obtain the results of the effectiveness, one way is to carry out the Kirpatrick Model evaluation level 3 (behavior), evaluation of this behavior is focused on changes in the work behavior of participants in the Basic Civil Servant Candidate training after the participants in the Basic Civil Servant Candidate training return to their workplace environment, so what is wanted to be known in this evaluation is to what extent the change in mental attitude (attitude), increased knowledge, and or additional skills of the participants after completing the Basic Civil Servant Candidate training is implemented in the work environment of the participants in the Basic Civil Servant Candidate training or is it left to rust in the Basic Civil Servant Candidate participants without ever being implemented. Level 3 evaluation can be carried out in various ways, including by conducting surveys or in-depth interviews with alumni superiors, co-workers and subordinates (if any) or other people who know the behavior of alumni of the Basic Civil Servant Candidate Training in their work environment, whether there is a change in behavior after participating in the training.

Regarding previous behavioral changes, it has not been focused on for research so that behavioral change data has not been reflected in previous evaluations so that researchers in this case intend to conduct in-depth interviews on this matter to see whether there are behavioral changes felt by the organization after the Alumni of Basic Training for Prospective Civil Servants Return to the work environment after completing the Basic Training for Prospective Civil Servants.

Before carrying out the Actualization, the participants first determine the Actualization Design for the basic training (Latsar) for prospective civil servants, to see the Competence in Designing the Actualization Design into Actualization activities can be seen in the ability of the



Basic Civil Servant Candidate training participants to change theory into practice, concepts into constructs and ideas into activities. When designing the Actualization Design, the Basic Civil Servant Candidate training participants must be able to implement all the Latsar materials starting from the orientation agenda, attitudes and behavior of defending the country, basic ASN values, the Position and role of ASN in the Republic of Indonesia and Habituation will be used as a Reference Framework in carrying out the practice of designing Actualization activities, changing the concepts of ASN competency development and public services into a Construct and implementing ideas or ideas for solving problems into solution activities that are useful for the workplace of Alumni participants in the Basic Civil Servant Candidate training. One of the keys to success in the Actualization Design is the guarantee of sustainable implementation of activities. This ongoing implementation ensures that the benefits obtained from the program can be felt in the long term, especially in the workplace of alumni participants of the Basic Training for Prospective Civil Servants. Thus, alumni participants of the training can continue to apply the knowledge and skills they have acquired, so that the contribution of alumni participants of the Prospective Civil Servants training to the organization will be increasingly significant and have a positive impact.

2. IMPLEMENTATION METHOD

The research approach used is a qualitative approach with a descriptive research type. This research was conducted at This research was conducted at the Center for Education and Training of Law and Human Rights in the Riau Islands located at Jalan Abulyatama No. 1 Belian, Batam City, 29464. Data collection techniques are the processes and methods used by researchers to obtain the data needed to obtain authentic data. Data analysis is a systematic process of searching and organizing interview transcripts, field notes and other materials that researchers have collected to improve researchers' own understanding of the materials and for researchers to present what researchers have found to others.

3. RESULTS AND DISCUSSION

Effectiveness of Civil Servant Candidate Training Kirpatrick Model Level 3 (behavioral attitudes) after Alumni complete the Training.

In this subsection, the researcher will describe the information obtained from the results of interviews conducted with several informants (direct superiors, co-workers and alumni) related to the effectiveness of the Kirpatrick Model Level 3 Civil Servant Candidate Training (behavioral attitudes) after Alumni complete the Training, the intended behavior here is work behavior that is directly related to the training material, not behavior in the form of personal relationships with colleagues, so what is wanted to be known is related to how far the change in mental attitude (attitude), increased knowledge and/or additional skills obtained during the training are implemented in the work environment. This is also an indicator related to the effectiveness of the Kirpatrick Model Level 3 Civil Servant Candidate Training (behavioral attitudes) after Alumni complete the Training. The author's opinion on the effectiveness of training using the Kirkpatrick Level 3 Model (Attitude and Behavior) can be built by highlighting how training not only impacts knowledge or skills, but also on real changes in participants' attitudes and behaviors in the work environment. Here are the opinions:

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a) Attitude Enhancer

Kirkpatrick's Level 3 model assesses the impact of training through changes in participants' attitudes. Effective training will lead to positive changes in attitudes, such as increased motivation, commitment, or work ethic. Improved attitudes in the workplace create a more productive, collaborative, and supportive environment, which ultimately drives the achievement of organizational goals. For example, after training, participants may demonstrate a more open attitude toward innovation or change, which is essential for long-term success.

b) Knowledge

Successful training is not only measured by how much participants learn, but also by how much that knowledge is applied in the workplace. Kirkpatrick Level 3 assesses whether participants actually apply the new skills and information they gain in training in the real world. The increase in knowledge through training should be seen in improved work quality, efficiency, or process innovation. This means that the training has created a sustainable impact by adding value to the company through improved competency.

c) Skills

In addition to attitudes and knowledge, the skills acquired in training must be applied in everyday work. Kirkpatrick's Level 3 model focuses on evaluating the extent to which participants effectively apply their new skills in the workplace. Good training not only improves technical skills, but also teaches better ways to complete existing tasks. The effectiveness of training is seen when participants begin to demonstrate improved performance, fewer errors, and better problem-solving abilities, which in turn increases the productivity and efficiency of the organization.

Overall, the effectiveness of the training can be measured successfully through changes in participants' attitudes, knowledge, and skills as seen from their behavior in the workplace, which is the main indicator of the implementation of the Kirkpatrick Level 3 Model (behavioral attitudes). This is reinforced by the results of interviews with direct superiors, co-workers and alumni of the Basic Civil Servant Candidate (CPNS) training using the Kirkpatrick Level 3 Model (attitudes and behaviors) there are several arguments that can be made regarding the effectiveness of this training:

a) Understanding of Training Objectives by Direct Superior

The interview results showed that most of the direct superiors understood the objectives of the CPNS basic training, which aims to equip participants with the basic knowledge, skills, and attitudes needed as professional civil servants. This understanding is a positive indication that the training has succeeded in communicating the program's intentions and expectations to participants and related parties. Thus, the initial steps to ensure the success of the training have been achieved.

b) Increased Knowledge and Application in the World of Work

Based on interviews, CPNS alumni experienced increased knowledge and were able to apply what was learned in the training to their work. This shows that this basic training is effective in improving the technical competence of participants, which is one of the main objectives of the training. This improvement also supports the quality of employee performance in the work environment.



- c) The Meaning of National Insight and National Defense Attitude
CPNS alumni have succeeded in understanding national insight and national defense attitudes by demonstrating discipline and punctuality in work. This shows that the training does not only focus on technical aspects, but also succeeds in shaping the character and morals of the participants. Strengthening this attitude is important in building employees who are loyal and dedicated to the country.
- d) Response to Issues in Work Units
The CPNS alumni demonstrated their ability to address issues and problems in their work units according to their abilities. This is evidence that the training has successfully prepared them to face and resolve work challenges, although it still needs to be improved in several aspects such as collaboration and adaptability.
- e) Implementation of Civil Servant Core Values (BERAKHLAK)
Alumni have been able to implement most of the basic values of civil servants, such as service-oriented, accountability, and competence. However, there are challenges in implementing adaptive, harmonious, and collaborative values. This may be due to differences in work culture, quiet character, or idealism that hinder alumni's ability to adapt. These cultural and character differences become challenges in the effectiveness of collaborative and harmonious work.
- f) Utilization of Technology
The majority of alumni are able to utilize technology, including using existing applications. This shows that the training has successfully adapted to the needs of modern technology in the government environment, which is important for increasing efficiency and effectiveness in administrative tasks.
- g) Code of Ethics and Job Responsibilities
Based on the interviews, most alumni did not neglect their obligations according to the ASN code of ethics or job duties. This shows that the training has succeeded in instilling a strong work ethic and awareness of responsibility. However, there are some situations, such as attending meetings outside of office hours, where loyalty and responsibility still need to be improved.

Overall, the CPNS basic training program has been effective in achieving its main objectives, especially in terms of increasing knowledge, implementation in the workplace, and forming national insight. However, there are still challenges in implementing the core values of PNS, especially related to adaptability, collaboration, and loyalty. These aspects need further attention to ensure that alumni can contribute optimally in their work environment.

The behavioral attitudes of Prospective Civil Servants, supporting and inhibiting factors towards the impact of training after Alumni complete the Training?

In this section, the researcher will describe the information obtained from the results of interviews with several informants, including direct superiors, co-workers, and alumni. The information collected relates to the attitudes and behaviors of Prospective Civil Servants (CPNS), as well as supporting and inhibiting factors that influence the impact of training after alumni complete the training.

The author's opinion on the attitudes and behavior of Civil Servant Candidates (CPNS), as well as supporting and inhibiting factors that influence the impact of training after alumni complete the training. In general, the basic CPNS training that has been attended by alumni shows

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effectiveness in terms of increasing motivation, knowledge, and application of basic PNS values. However, this effectiveness is still limited by several obstacles such as workload, lack of experience, and limited facilities in the workplace. To improve the effectiveness of training, further efforts are needed from the organization, especially in terms of managing working hours, providing advanced training, and improving supporting facilities and infrastructure. Continuous support from superiors and colleagues is also very important to ensure that alumni can apply the knowledge they have gained optimally in the work environment.

This is reinforced by the results of interviews conducted with direct superiors, co-workers, and alumni, with the following results:

a) Support Received

Direct superiors The majority of superiors provide full support through motivation, direction, and opportunities to participate in advanced training. This shows that there is an effort from superiors to ensure that alumni can apply the knowledge from basic training in their daily work and support for the implementation of the core values of civil servants is also strong, where direct superiors provide encouragement and ideas that help alumni stay focused on these values.

Coworkers tend to provide good support, including mentoring on assignments, sharing information, and providing advice on training implementation. Collaboration with coworkers appears to help alumni overcome challenges that arise, especially in tasks that require additional technical knowledge and skills.

The work environment, in most cases, supports alumni by providing motivation and opportunities to apply new skills acquired from training and alumni also reported that they felt supported in implementing the core values of the Civil Service, indicating that basic training had provided them with a strong foundation.

b) Obstacle

In the implementation, some alumni face difficulties in implementing actualization due to high routine workload and lack of time to focus on training implementation, limited experience and self-confidence are also obstacles for some alumni in making decisions and carrying out technical tasks.

Regarding Communication There are communication problems with co-workers which sometimes hinder the implementation of the core values of civil servants and technical tasks and some alumni find it difficult to adapt to the new environment or when co-workers are uncooperative.

There is also a lack of adequate facilities and infrastructure in the workplace, which hinders alumni's ability to carry out their duties effectively and some alumni feel they are not receiving sufficient further education and training relevant to their duties, which hinders the improvement of technical skills.

Continuity of Actualization of Prospective Civil Servants after Alumni complete training.

In this section, the researcher will describe the information obtained from the results of interviews with several informants, namely direct superiors, colleagues, and alumni. The information collected relates to the sustainability of the actualization program carried out by Prospective Civil Servants (CPNS) after they complete the training. According to direct superiors, Answers from direct superiors and colleagues indicate that the sustainability of the actualization



program prepared by training alumni varies greatly. There are programs that are still ongoing and provide benefits, especially those that are still relevant to the main tasks and functions (tusi) or that receive strong support from the work environment. However, some programs do not continue, either due to changes in the alumni's work position or lack of participation from other parties. The sustainability of actualization is greatly influenced by the relevance of the program to the current job. Programs that are not relevant to the tasks faced by alumni in their new positions tend not to continue.

Support from superiors and co-workers has been shown to be a key factor in ensuring the sustainability of actualization. Motivation, facilitation, and supervision provided by superiors can be a significant impetus for alumni to continue their actualization program. There is a gap in the level of support provided. Some superiors and co-workers provide full support, including facilities and guidance, while others provide minimal or no support at all, which hinders the sustainability of the program.

Most alumni and co-workers reported that there were no major obstacles in implementing the actualization program. However, there were some specific obstacles, such as lack of participation from co-workers, inadequate equipment, or programs that were considered impractical to implement. Changes in duties or work positions were also obstacles that caused some programs to be discontinued. Alumni who were transferred to other departments were often unable to continue the programs that had been designed, because the programs were no longer relevant to their new jobs.

Some alumni remain strongly committed to continuing their programs despite challenges. Support from superiors and colleagues is very helpful in maintaining this commitment. For actualization programs to remain relevant and sustainable, there needs to be continuous evaluation and adjustment to changing tasks and new challenges that alumni may face. Overall, it shows that the sustainability of actualization programs is highly dependent on the relevance of the program, the support provided by superiors and colleagues, and the ability of alumni to adapt to changing tasks or new working conditions. Without strong support and relevance, these programs are at risk of not continuing and losing their impact.

CONCLUSION

Based on the results of the interviews with the sources that have been analyzed, it can be concluded that:

1. The effectiveness of the Kirpatrick Model Level 3 Civil Servant Candidate Training (behavioral attitudes) after Alumni complete the Training, from the results of interviews with direct superiors of training participants who stated that CPNS Latsar participants were able to innovate in increasing work productivity, doing work according to work standards and being responsible. It was also conveyed in the interview that CPNS were able to apply related to the use of technology for alumni on average to be able to utilize technology by being able to use existing applications, the values in CPNS training have provided sufficient provisions to develop work patterns although not yet optimal considering that there are several basic CPNS values that are still not fully reflected in work such as Adaptive, Harmonious, collaborative and loyal.
2. Regarding the behavior of Prospective Civil Servants and understanding the supporting and inhibiting factors that influence the impact of training after alumni complete the training program, from the results of interviews with direct superiors of training participants who

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stated that support from direct superiors, co-workers, and the work environment played a very significant role in helping alumni of basic CPNS training implement training objectives, basic PNS values, and develop technical skills according to their formation and position. However, even though this support has been provided, alumni still face several obstacles, especially related to lack of time, experience, and challenges in adjusting to the new environment. Differences in views between direct superiors and co-workers indicate variations in perceptions regarding the obstacles faced by alumni, highlighting the importance of better communication and collaboration in the workplace. Alumni also acknowledged significant support, but they still felt several internal obstacles that affected the effectiveness of implementing their training results. Therefore, in addition to ongoing support, ongoing guidance and further training are needed to help alumni overcome these obstacles and adapt more effectively in the work environment.

3. Regarding the sustainability of the actualization process of Civil Servant Candidates after alumni complete the training, the sustainability of the actualization program prepared by alumni of the Basic Training for Civil Servant Candidates (CPNS) varies, depending on the relevance of the program to the main tasks and functions of the alumni in their new positions, as well as the support received from superiors and colleagues. Programs that are still relevant and fully supported tend to continue and provide benefits, while programs that are not relevant or not supported often do not continue.

Support from superiors and coworkers plays a significant role in ensuring sustainability, with some superiors providing motivation, facilitation, and supervision, while others provide inadequate support. Obstacles faced by alumni in continuing the program are usually technical or related to changes in work positions, such as lack of coworker participation or inadequate equipment. Overall, the sustainability of the actualization program requires strong support, relevance of the program to current work, and commitment from alumni and the work environment. Continuous evaluation and adjustment to changing tasks are essential to ensure that these programs remain relevant and have a positive impact. Interview results indicate that the basic CPNS training is quite effective in equipping alumni with the necessary basic knowledge and attitudes. However, behavioral aspects such as collaboration, adaptation, and loyalty still require more attention so that alumni can function better in their new work environment.

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