

The Effect of Training and Development on Administrative Quality and Public Services at the Biringkanaya District Office, Makassar City

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Abstract

The Objectives – This study aims to examine the effect of training and development on administrative quality and public services at the Biringkanaya District Office, Makassar City. The study was motivated by the importance of improving employees' competencies to support high-quality administrative and public service delivery.

The Methods/approaches – This study employed a quantitative approach using a survey method. Data were collected through questionnaires distributed to 100 community members who had received services at the Biringkanaya District Office. The data were analyzed using simple linear regression with the assistance of SPSS software.

The Results – The findings indicate that training and development have a positive and significant effect on administrative quality, with a significance value of 0.000 (<0.05) and a coefficient of determination of 70.1%. Furthermore, training and development also have a positive and significant effect on public services, with a significance value of 0.000 (<0.05) and a coefficient of determination of 91.1%. These findings demonstrate that improving employees' competencies through training and development enhances both administrative quality and public service performance.

The Research Implications – The results suggest that government institutions should continuously strengthen training and development programs to improve employees' competencies, thereby enhancing administrative quality and public service performance.

Keywords: Training and Development; Administrative Quality; Public Services; Employee Competency; Human Resource Development

1. Introduction

Human resource development has become one of the primary strategies for improving organizational performance in both public and private sectors. In public



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organizations, the quality of administrative services and public service delivery is closely associated with employees' competencies, including their knowledge, skills, communication abilities, and work attitudes. The increasing demand for transparency, accountability, responsiveness, and service efficiency requires government institutions to continuously improve the quality of their human resources through systematic training and development programs. Previous studies have demonstrated that employee competency development contributes significantly to organizational effectiveness and the quality of public service delivery (Armstrong and Taylor 2017)

In Indonesia, the importance of employee competency development has been emphasized through bureaucratic reform initiatives and Law Number 5 of 2014 concerning the State Civil Apparatus, which requires government institutions to continuously improve the competencies of civil servants. Various education and training programs have been implemented to strengthen employees' professional capabilities and improve public service quality. Nevertheless, differences in competency levels, unequal access to training opportunities, and the varying effectiveness of training implementation remain significant challenges, particularly at local government institutions that provide direct services to the community (Sutrisno 2019).

The Biringkanaya District Office, Makassar City, serves as one of the frontline public service institutions responsible for delivering various administrative services, including population administration, certification, and other community services (Republik Indonesia 2009). As one of the largest districts in Makassar, Biringkanaya experiences increasing administrative workloads due to rapid population growth and expanding public service demands. These conditions require competent employees who are capable of providing accurate, efficient, and responsive administrative services. Therefore, continuous training and development are expected to improve employees' competencies and ultimately enhance both administrative quality and public service performance.

According to Human Capital Theory proposed by Becker, investment in employee knowledge, skills, and competencies generates long-term benefits for organizational performance (Becker 1964). Likewise, Organizational Development Theory introduced by Lewin explains that planned organizational change through learning and competency development encourages positive behavioral changes among employees, resulting in improved organizational effectiveness (Lewin 1951). These theoretical perspectives indicate that training and development play an important role in strengthening employees' competencies, which subsequently improve administrative quality and public service delivery.

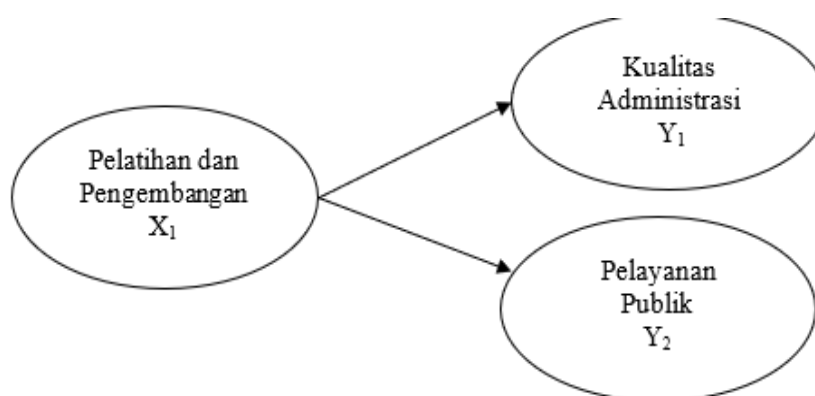
In addition, previous studies have generally examined either administrative quality or public service quality as separate research outcomes. Several studies have focused on employee and organizational performance in government institutions, including the relationship between competency development and organizational performance (Sudewo and Sulastri 2022), while other studies have examined public service quality through dimensions of reliability, responsiveness, assurance, and empathy (Nefianto 2022). However, limited studies have simultaneously investigated

both administrative quality and public service quality within a single research model from the perspective of community members as service users. By examining the influence of training and development on both administrative quality and public services simultaneously, this study provides a more comprehensive understanding of how employee competency development contributes to improving organizational administrative performance and the quality of services perceived by the public. Therefore this research offers empirical evidence that complements previous studies within the context of local government institutions.

Based on these considerations, this study aims to examine the effect of training and development on administrative quality and public services at the Biringkanaya District Office, Makassar City. The findings are expected to provide empirical evidence regarding the contribution of employee competency development to improving administrative quality and public service delivery, while also offering practical recommendations for strengthening human resource development policies within local government institutions. Accordingly, the hypotheses proposed in this study are: **H1**: Training and development have a positive and significant effect on administrative quality; and **H2**: Training and development have a positive and significant effect on public services.

The conceptual framework of this study illustrates the relationships among the variables of Training and Development (X1), Administrative Quality (Y1), and Public Service (Y2).

Figure 1. 1 Conceptual Framework



2. Methodology

This study employed a quantitative research approach using a survey method to examine the effect of training and development on administrative quality and public services at the Biringkanaya District Office, Makassar City. The research focused on community members who had received administrative and public services at the district office. A quantitative approach was selected because it enables the measurement of causal relationships between variables using statistical analysis.

The population of this study consisted of community members who received services at the Biringkanaya District Office. A total of 100 respondents were selected using purposive sampling, with the criterion that respondents had previously utilized administrative or public services provided by the district office. Purposive sampling was considered appropriate because participants were selected based on

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characteristics relevant to the research objectives and their direct experience with the services being evaluated (Campbell et al. 2020)

The independent variable in this study was training and development, which was measured through four indicators: work knowledge, work skills, communication ability, and work attitude. These indicators reflect the improvements in employees' knowledge, skills, communication abilities, and work attitudes that can result from training and development activities (Lin et al. 2021). The dependent variables consisted of administrative quality, measured by timeliness of administrative completion, data accuracy, compliance with standard operating procedures, and document management; and public services, measured using service quality indicators including reliability, responsiveness, assurance, and empathy (Lou et al. 2020)

Primary data were collected through questionnaires distributed to respondents, while secondary data were obtained from relevant literature, government regulations, institutional documents, and prior research. Prior to data analysis, the questionnaire items were tested for validity and reliability to ensure the quality of the research instrument.

The collected data were analyzed using IBM SPSS Statistics. The analysis included descriptive statistics, validity and reliability tests, classical assumption tests (normality and heteroscedasticity), and simple linear regression analysis. The coefficient of determination (R^2) was used to determine the contribution of training and development to administrative quality and public services, while t-tests were conducted to examine the significance of the effect of the independent variable on each dependent variable at a significance level of 5% ($\alpha = 0.05$).

3. Result and Discussion

a. Overview of the Research Object

This study was conducted at the Biringkanaya District Office, Makassar City, South Sulawesi, Indonesia, one of the local government institutions responsible for delivering administrative and public services to the community. The office provides various public services, including population administration, certification, legalization, and other administrative affairs. As one of the largest districts in Makassar City, Biringkanaya serves a rapidly growing population, resulting in increasing demands for efficient, accurate, and responsive public services.

Based on field observations, the district office routinely implements employee development activities through weekly assemblies, regular briefings, and periodic supervision conducted by the district head to improve employee performance and service quality. Nevertheless, several challenges remain, including delays in service delivery, administrative procedures that require further improvement, limited implementation of service digitalization, and information that is not always clearly communicated to the public. These conditions indicate the importance of strengthening employee competencies through training and development programs to improve administrative quality and public service performance. Therefore, the Biringkanaya District Office was selected as the

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research setting for examining the effect of training and development on administrative quality and public services.

Instrument Testing

a. Validity Test

The validity test was conducted using the pearson product moment correlation to determine whether each questionnaire item accurately measured the intended research variable (Darsini, Aryani, and Nia 2020)

Table 3.1 Validity test for the Training and Development Variable

Statement Item	Calculated R	Table R	Description
Statement 1	0,516	0,196	Valid
Statement 2	0,485	0,196	Valid
Statement 3	0,442	0,196	Valid
Statement 4	0,580	0,196	Valid
Statement 5	0,575	0,196	Valid
Statement 6	0,431	0,196	Valid
Statement 7	0,762	0,196	Valid
Statement 8	0,671	0,196	Valid

Source : SPSS 25 Data Processing (2026)

Based on Table 1, all questionnaire items measuring the training and development variable have correlation coefficients ranging from **0.431 to 0.762**, which are greater than the critical value (**r-table = 0.196**). Therefore, all items are declared valid and can be used for subsequent statistical analysis.

Table 3. 2 Validity test of Administrative Quality Variable

Statement Item	Calculated R	Table R	Description
Statement 1	0,578	0,196	Valid
Statement 2	0,488	0,196	Valid
Statement 3	0,576	0,196	Valid
Statement 4	0,396	0,196	Valid
Statement 5	0,360	0,196	Valid
Statement 6	0,621	0,196	Valid
Statement 7	0,647	0,196	Valid
Statement 8	0,414	0,196	Valid
Statement 9	0,563	0,196	Valid
Statement 10	0,638	0,196	Valid

Source : SPSS 25 Data Processing (2026)

Based on Table 3. 2, all Questionnaire items measuring the administrative quality variable have correlation coefficients ranging from **0.360 to 0.647**, which are greater than the critical value (**r-table = 0.196**). therefore, all ten items are declared valid and are suitable for further statistical analysis.

Table 3. 3 Validity test of Public Services

Statement Item	Calculated R	Table R	Description
Statement 1	0,292	0,196	Valid
Statement 2	0,498	0,196	Valid
Statement 3	0,536	0,196	Valid
Statement 4	0,694	0,196	Valid
Statement 5	0,597	0,196	Valid
Statement 6	0,618	0,196	Valid
Statement 7	0,467	0,196	Valid
Statement 8	0,598	0,196	Valid
Statement 9	0,649	0,196	Valid
Statement 10	0,618	0,196	Valid

Source : SPSS 25 Data Processing (2026)

Based on Table 3. 3, all questionnaire items measuring the public services variable have correlation coefficients ranging from **0.296 to 0.694**, exceeding the critical value (**r-table = 0.196**). therefore, all questionnaire items are declared valid and suitable for further statistical analysis.

b. Reliability Test

The reliability test was conducted to assess the consistency of the research instrument. Cronbach's Alpha was used to evaluate the internal consistency of the questionnaire, and a value grater than 0.60 was considered acceptable in this study (Darsini, Aryani, and Nia 2020)

Table 3. 4 Reliability Test Results

Variable	Cronbach's Alpha	Standard	Result
Training and Development	0,684	0,60	Reliable
Administrative Quailty	0,716	0,60	Reliable
Public Services	0,753	0,60	Reliable

Source : SPSS 25 Data Processing (2026)

Based on table 3. 4, the Cronbach's Alpha values for the variables of training and development, administrative quality, and public services exceeded the minimum reliability threshold of **0.60**. these findings indicate that the research instrument has statisfatory internal consistency and is reliable for measuring the variables examined in this study. Therefore, the questionnaire was considered suitable for further statistical analysis.

Classical Assumption Test

a. Normality Test

Table 3. 5 Normality test Results

Regression Model	Sig.	Criterion	Conclusion
Training and Development → Administrative quality	0.144	0,05	Normal
Training and Development → Public Services	0.750	0,05	Normal

Source : SPSS 25 Data Processing (2026)

Based on the Table 3. 5, the significance values for both regression models were greater than 0.05, indicating that the residuals were normally distributes. Therefore, the normality assumption was satisfied.

b. Heteroscedasticity Test

A Regression model is considered free from heteroscedasticity if the significance value is greater than 0.05

Table 3. 6 Heteroscedasticity Test Results

Regression Model	Sig.	Criterion	Conclusion
Training and Development → Administrative quality	0,417	0.05	No Heterocedasticity
Training and Development → Public Services	0,606	0.05	No Heterocedasticity

Source : SPSS 25 Data Processing (2026)

Based on Table 3. 6, the significance values of the regression models were **0.417** for administrative quality and **0.606** for public services. Both values exceeded the significance level of **0.05**, indicating that the regression models were free from heteroscedasticity. Therefore, the models fulfilled the heteroscedasticity assumption and were suitable for further regression analysis

Simple Linear Regression Analysis

Simple linear regression analysis was employed to examine the effect of Training and Development on Administrative Quality and Public Services (Kim 2018). The regression model used in this study is expressed as follows :

$$Y = a + bX + e$$

Where Y represents the dependent variable, a is the constant, b is the regression coefficient, X is the training and development variable, and e is the error term.

Table 3. Results of simple Linear Regression Analysis

Description	Constant (a)	Regression Coefficients (B)	Standardized Beta	T- Value	Sig.
Model 1 (Administrative Quality)	8.099	0.840	0.837	15.141	0.000
Model 2 (Public Services)	7.954	0.842	0.955	31.704	0.000

Source : SPSS 25 Data Processing (2026)

Based on Table 3., the first regression model produced the equation :

$$Y_1 = 8.099 + 0.840X$$

This equation indicates that training and development has a positive effect on administrative quality. The regression coefficient of 0.840 means that every one-unit increase in training and development is followed by an increase of 0.840 units in administrative quality. The significance value of 0.000 (< 0.05) and the t-value of 15.141 indicate that training and development has a positive and statistically significant effect on administrative quality.

Furthermore, the second regression model produced the equation :

$$Y_2 = 7.954 + 0.842X$$

The equation shows that training and development also has a positive effect on public services. The regression coefficient of 0.842 indicates that every one-unit increase in training and development increases public services by 0.842 units. The t-value of 31.704 and significance value of 0.000 (< 0.05) confirm that the effects is positive and statistically significant.

Coefficient of Determination (R^2)

The Coefficients of determination (R^2) was used to measure the proportion of variance in the dependent variable that can be explained by the independent variable (Kim 2018). A higher R^2 value indicates that the regression model has greater explanatory power in predicting the dependent variable. The results of the coefficient of determination for both regression models are presented in Table 3.

Table 3 Coefficient of Determination (R^2)

Description	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model 1 (Administrative Quality)	0.837	0.701	0.697	26.68491
Model 2 (Public Services)	0.955	0.911	0.910	12.78748

Source : SPSS 25 Data Processing (2026)

Based on table .., the coefficients of determination (R^2) for Model 1 is 0.701, indicating that 70.1% of the variation in administrative quality can be explained by

the training and development variable. The remaining 29.9% is explained by other factors outside the scope of this study.

For model 2, the coefficient of determination (R^2) is 0.911, indicating that 91.1% of the variation in public services can be explained by the training and development variable. Meanwhile, the remaining 8.9% is influenced by other variables not included in the regression model.

4. Discussion

The effect of Training and Development on Administrative Quality

The findings indicate that training and development have a positive and significant effect on administrative quality at the Biringkanaya District office, Makassar. These findings suggest that improvements in employees' competencies through training and development contribute to better administrative performance. Employees who possess higher levels of work knowledge, technical skills, communication abilities, and professional work attitudes are more capable of carrying out administrative tasks accurately, efficiently, and in accordance with established procedures. As a result, the quality of administrative services perceived by the community also improves.

The results further demonstrate that training and development explain a substantial proportion of the variation in administrative quality, indicating that competency development is one of the key factors influencing administrative performance. Nevertheless, administrative quality is also affected by other organizational factors that were not examined in this study, such as leadership, work motivation, organizational culture, and employee discipline. These factors may also contribute to improving the effectiveness of administrative processes within public institutions.

These findings are consistent with Human Capital Theory proposed by Becker, which states that investment in employee training and development enhances knowledge, skills, and competencies that ultimately improve individual and organizational performance. In the context of public administration, continuous competency development enables government employees to perform administrative duties more effectively and provide services that meet public expectations.

Furthermore, the findings support previous studies conducted by Farida and Hendarsiah (2022), Sudewo and Sulastri (2022), which indicate that training and competency development contribute to improving employee and organizational performance. Therefore, strengthening training and development program is expected to enhance administrative quality and support the implementation of more effective, efficient, and accountable public administration.

Unlike most previous studies that evaluated training outcomes from employees' perspectives, this study assessed the impact of training and

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development through the perceptions of community members as public service users. This perspective provides additional empirical evidence that improvements in employee competencies are directly reflected in the quality of administrative services experienced by the public. Therefore, the findings extend previous research by demonstrating that benefits of training and development are observable not only internally within the organization but also externally through citizens' services experiences.

The effect of Training and Development on Public Services

The findings also reveal that training and development have a positive and significant effect on public services at the Biringkanaya District Office, Makassar. The results indicate that improving employees' competencies through training and development enhances their ability to deliver services that are more responsive, reliable, and oriented toward community needs. Employees with better work knowledge, technical skills, communication abilities, and professional work attitudes are more capable of providing services that meet public expectations and increase community satisfaction.

The coefficient of determination indicates that training and development explain a very large proportion of the variation in public service quality. This finding demonstrates that competency development programs play a crucial role in improving the quality of services provided to the community. However, a small proportion of service quality is still influenced by other factors beyond the scope of this study, including organizational culture, leadership style, employee motivation, technological support, and service innovation.

These findings are in accordance with Human Capital Theory proposed by Becker, which emphasizes that investment in employee competency development improves individual productivity and organizational performance. In the public sector, continuous training and development strengthen employees' capacity to perform their duties professionally, respond effectively to public demands, and deliver services that are transparent, responsive, and accountable.

The results are also consistent with previous studies by Nefianto (2022), which found that education and training contribute to improving the quality of public services. Compared with its influence on administrative quality, the effect of training and development on public services was found to be stronger. This finding indicates that competency improvement is more directly reflected in the quality of services experienced by the community. Therefore, local governments should continue investing in sustainable training and development programs to improve public service quality and strengthen public trust in government institutions.

Another important contribution of this study is the simultaneous examination of administrative quality and public services as two related outcome variables. This approach provides organizational performance in local government institutions. The findings indicate that competency development contributes not only to improving internal administrative processes but also to enhancing the quality of services perceived by the community, thereby offering broader empirical evidence than studies focusing on a single outcome variable.

5. Conclusion

This study concludes that training and development play an important role in improving both administrative quality and public services at the Biringkanaya District office, Makassar. The findings indicate that strengthening employees' competencies through the development of work knowledge, technical skills, communication abilities, and professional work attitudes contributes to more effective administrative processes and better public services delivery. These results support the view that investment in human resource development is essential for enhancing organizational performance in the public sector.

The findings also provide practical implications for local government institutions. Continuous and well-planned training and development programs should be implemented to strengthen employee competencies and improve the quality of services provided to the community. Future studies are recommended to include additional variables, such as leadership, work motivation, organizational culture, or digital services innovation, to obtain a more comprehensive understanding of the factors influencing administrative quality and public services.

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