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# Identification of HR Management Training Approaches on Sustainable Public Service Administration Skills in Indonesia

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**Abstract**---This research article aimed to identify HR management training approaches that can enhance sustainable public service administration skills in Indonesia. The study reviewed the literature on HR management training approaches, including e-learning, job rotation, cross-functional teams, and performance management. The researcher may conduct a literature review focusing on the study's objectives, such as locating HR management training methods that improve Indonesia's sustainable public service administration skills. The literature review should be comprehensive, including current and pertinent publications. The research also explored the potential barriers to practical HR management training in Indonesia and the role of technology in HR management training. The findings of this study suggest that e-learning can provide cost-effective training opportunities, job rotation can enhance employees' skills and knowledge, cross-functional teams can facilitate knowledge sharing and collaboration, and performance management can set clear performance expectations and provide regular feedback and coaching. The study also highlights the need for further research to evaluate the effectiveness of different HR management training approaches, identify barriers to practical training, and explore the role of technology in HR management training. By implementing practical HR management training approaches, organizations in Indonesia can enhance the skills and capabilities of their employees, improve job satisfaction, and contribute to the overall sustainability of public service administration.

**Keywords**---administration skills, HR management, identification, public service, sustainability, training approaches.

## Introduction

The administration of public services is an essential component of the government of any country. In Indonesia, public service administration has undergone significant changes, with the government's focus on sustainable development and efficient service delivery (Farida et al., 2020). Effective Human Resources (HR) management is required to achieve this, which involves recruiting, training, and retaining skilled employees. Exercise is essential to HR management, equipping employees with the skills to provide quality services. However, the effectiveness of ongoing public service administration skills in training programs still needs to be discovered (Virtanen & Tammeaid, 2020). Public service administration is essential to any country's government for several reasons: Provision of public services: Public service administration provides vital services such as health, education, general security, transportation, and social welfare. This service is essential for the welfare of citizens and the country's economic growth, which starts with public services with proper and adequate standards (Kuziemski & Misuraca, 2020).

Policy executors in the administration of public services are responsible for the implementation of government policies and programs. This involves ensuring guidelines are implemented efficiently, effectively, and transparently (Maharani & Andhika, 2021). Ensuring accountability; The administration of public services provides that public officials are held accountable for their actions. This involves ensuring that public officials act in the public interest and that public resources are used efficiently and effectively. Managing resources: Public service administration manages public resources such as budget, personnel, and assets. Managing these resources is essential to ensure public services are delivered efficiently and effectively. Public service administration ensures that the government provides vital services to citizens and works public resources efficiently and effectively (Osborne, 2020). The aim of

identifying HR management training approaches that improve sustainable public service administration skills in Indonesia is to improve the quality of public service delivery in the country (Ojogiwa, 2021). This objective aims to achieve the following to evaluate the impact of the HR management training program on employees' knowledge, skills, and attitudes toward the continuous administration of public services: This objective seeks to identify the most effective training approaches that will enhance employees' knowledge, skills, and attitudes towards sustainable administration of public services. This will help ensure that public service employees have the skills to provide quality services to citizens (Schwarz et al., 2020).

To provide insight into the most effective training approaches in public service organizations: The aim is to provide policymakers and HR managers with insight into the most effective training approaches to adopt in public service organizations. This will help ensure that public service organizations have the necessary skills and knowledge to provide quality services to citizens. Improving the quality of public service delivery in Indonesia (Widianto et al., 2021). People and Performance; The aim is to improve the quality of public service delivery in Indonesia by increasing employees' knowledge, skills, and attitudes toward implementing sustainable public services. This will lead to more efficient and effective service delivery, essential for the country's sustainable development. Overall, identifying HR management training approaches that enhance sustainable public service administration skills in Indonesia aims to improve the quality of public services and contribute to sustainable development (Ollivaud & Haxton, 2019).

HR management training approaches to sustainable public service administration can be challenging for several reasons. For example, limited resources in public service organizations in Indonesia may need more help, making implementing effective HR management training programs difficult. This may lead to inadequate training resources, such as trainers, training materials, and facilities (Kravariti et al., 2022). Another limitation is that cultural and language differences. Indonesia is a diverse country with many cultural and language differences. This can make it challenging to develop and implement training programs that are relevant and effective across different regions and cultures. The next issue is resistance to change, and public service employees may resist changes in their work practices, including changes that result from HR management training programs. Implementing new approaches and techniques can make it challenging (AlQershi et al., 2022).

Understanding sustainable public service administration, HR managers and policymakers may need more knowledge of its importance (Rosenbloom et al., 2022). This can make it challenging to develop and implement effective training programs that enhance employees' knowledge and skills in this area. There may be a need for coordination among different public service organizations in Indonesia, making it challenging to develop and implement comprehensive HR management training programs. This can result in consistency in the training programs, leading to varying employee skills and knowledge levels. HR management training approaches to sustainable public service administration can be challenging due to limited resources, cultural and language differences, resistance to change, little understanding of sustainable public service administration, and lack of coordination among different public service organizations (Cordes & Vogel, 2022).

Several solutions can be adopted to address the challenges facing HR management training approaches on sustainable public service administration skills in Indonesia. Increase investment in training resources (Guerci & Carollo, 2016). The government can increase training resources, including trainers, training materials, and facilities, to ensure that public service employees receive quality training. Develop culturally and regionally relevant training programs: Training programs should be developed considering Indonesia's cultural and language differences. This will help to ensure that training is relevant and practical across different regions and cultures. Foster a culture of continuous learning and development: Public service organizations can foster a culture of constant learning and development by providing ongoing training opportunities to employees. This will help to ensure that employees' skills and knowledge are continuously updated to meet changing needs (Marzec et al., 2021).

Increase awareness and understanding of sustainable public service administration: HR managers and policymakers should increase awareness and knowledge of sustainable public service administration and its importance (Al Jawali et al., 2022). This will help ensure public service organizations have the necessary knowledge and skills to deliver quality services. Encourage collaboration and coordination among public service organizations: Collaboration and coordination among organizations can help develop and implement comprehensive HR management training programs. This will help to ensure that employees receive consistent and effective training programs. Overall, increasing investment in training resources, developing culturally and regionally relevant training programs, fostering a culture of continuous learning and development, raising awareness and understanding of sustainable public service administration, and encouraging collaboration and coordination among public service organizations are critical solutions to address the challenges facing HR management training approaches on sustainable public service administration skills in Indonesia (AlQershi et al., 2022).

The research on the Identification of HR Management Training Approaches to Sustainable Public Service Administration Skills in Indonesia aims to explore the most effective training approaches for developing sustainable public service administration skills among human resource managers in Indonesia. The study is significant as it seeks to improve the quality of public services in Indonesia, which has been a longstanding challenge. The research will investigate the current HR management training approaches used in Indonesia, assess their effectiveness, and identify areas for improvement. It will also explore sustainable public service administration skills and the competencies required to develop them (Atrizka et al., 2020). The findings of this research will be valuable to policymakers, public sector organizations, and human resource managers in Indonesia, as well as other developing countries facing similar challenges in improving public service delivery.

## Research Method

In the study "Identification of HR Management Training Approaches on Sustainable Public Service Administration Skills in Indonesia," the following steps may be included in the literature review research method: Choosing appropriate databases (Piwowar-Sulej, 2021). The researcher can begin their search for articles, books, and other publications related to the subject by locating relevant databases like Google Scholar. Creating search phrases: The researcher can come up with search terms and keywords like "HR management training," "public service administration," "sustainability," and "Indonesia" that are relevant to the study. Looking for something: The researcher can then search the databases and search terms that have been identified, filtering the results to ensure they are relevant to the study (Nickolaevna, 2020).

Conducting a literature review is the researcher may conduct a literature review focusing on the study's objectives, such as locating HR management training methods that improve Indonesia's sustainable public service administration skills. The literature review should be comprehensive, including current and pertinent publications. They are reading through the literature (Jayawardena et al., 2021). The researcher can look at the literature and find common themes, actual results, and literature gaps relevant to the study's goals. Making sense of the literature: The researcher can synthesize the literature, identifying the most appropriate and practical HR management training approaches for Indonesia's sustainable public service administration skills and summarizing the essential findings and themes. Writing the review of the literature: The literature review can be written by the researcher, who will need to ensure that it is well-written, organized, and adequately referenced. The literature review should support the study's objectives and research questions, providing a comprehensive literature analysis (van Dinter et al., 2021).

In general, the "Identification of HR Management Training Approaches on Sustainable Public Service Administration Skills in Indonesia" study's literature review research method includes finding relevant databases, creating search terms, searching, reviewing, analyzing, and synthesizing the literature, and writing the literature review. The study's findings will contribute to the literature on HR management and public service administration in Indonesia. The results will provide insights into Indonesia's most effective training approaches to enhance sustainable public service administration skills. Furthermore, the study's findings will inform policymakers and HR managers about adopting the most effective training approaches in their organizations. Ultimately, the study's results will enhance the quality of public service administration in Indonesia, leading to sustainable development. (Chatchawanchanakit et al., 2019).

## Result and Discussion

This part presents research results on identifying HR Management Training Approaches to Sustainable Public Service Administration Skills in Indonesia. This study aims to identify the most effective training approaches for developing sustainable public service administration skills among human resource managers in Indonesia. Following are some examples of HR management training approaches that can be used to improve sustainable public service administration skills:

### *On-the-job training*

On-the-job training is an HR management training approach that involves learning and acquiring new skills through practical experience while performing the job (Jeni & Al-Amin, 2021). It is a widely used approach for enhancing sustainable public service administration skills in Indonesia and worldwide. On-the-job training provides employees with the necessary resources, support, and guidance to learn and apply new skills daily. The training may be conducted by experienced supervisors, managers, or senior employees with the relevant expertise and knowledge to

guide the trainees. The benefits of on-the-job training include increased job satisfaction, improved retention rates, and enhanced productivity. It is also a cost-effective approach to training, as it does not require extensive resources or time away from work. To make on-the-job training effective, it is essential to provide clear learning objectives, ongoing feedback, and performance evaluations to measure progress and identify areas for improvement. Additionally, it is crucial to ensure that the trainee has the necessary resources and support to learn and apply new skills effectively. Overall, on-the-job training is a practical and effective HR management training approach for enhancing sustainable public service administration skills. It provides employees with hands-on experience and the opportunity to develop their skills while performing their jobs, ultimately contributing to the organization's overall success (Ybema et al., 2020).

#### *Regenerate a response*

To regenerate a response to HR management training approaches on sustainable public service administration skills, Jeni & Al-Amin (2021), suggest that managers may identify the critical components of HR management training approaches on sustainable public service administration skills. The details may include leadership development, employee engagement, performance management, change management, and sustainability. Research current best practices and trends in HR management training approaches on sustainable public service administration skills. This can include academic literature, industry reports, and case studies. Evaluating the effectiveness of existing HR management training comes on sustainable public service administration skills (Berman et al., 2021). This can be done by analyzing training outcomes, assessing employee feedback, and conducting surveys.

While Al-Zoubi et al. (2022), say developing a new HR management training approach that incorporates the identified vital components and best practices can include designing training modules, selecting appropriate training methods, and creating evaluation metrics. Implement the new HR management training approach and evaluate its effectiveness. This can be done by tracking training outcomes, assessing employee feedback, and conducting surveys. Continuously improve the HR management training approach based on feedback and evaluation results (Yong et al., 2020). In summary, regenerating a response for HR management training approaches on sustainable public service administration skills requires a thorough understanding of the critical components, best practices, and effectiveness of existing approaches, as well as the development and implementation of a new system that incorporates these elements and is continuously evaluated and improved (Westerman et al., 2020; Hidir et al., 2021; Jain, 2016).

#### *Mentoring approach*

In HR management training, mentoring is essential for sustainable public service administration skills in Indonesia. There are several reasons to be by managers, such as building employee skills and knowledge: Mentoring allows more experienced employees to pass on their knowledge and skills to less experienced employees. This component helps develop the mentee's skills and expertise, which can contribute to a more skilled and effective workforce (Rosyadi et al., 2020). Another feature is to Enhance employee engagement: Mentoring can enhance employee engagement by allowing employees to develop a relationship with a mentor who can offer guidance, feedback, and support. This can help employees feel more connected to the organization and more committed to their work (Mani & Mishra, 2020).

Fostering leadership development is also a great way to mentor can promote leadership development by allowing employees to learn from experienced leaders. This helps develop leadership skills and prepare employees for future leadership roles (Harrison, 2017). The component to supporting knowledge transfer: Mentoring can support knowledge transfer by providing a structured approach for sharing knowledge and experience between more experienced and less experienced employees. This helps ensure that crucial institutional knowledge is retained and shared within the organization (Yao et al., 2020). Promoting sustainable practices is another way to train staff in administration. Mentoring can promote sustainable practices by providing employees with the skills and knowledge needed to implement them. This can encourage sustainability within the organization and contribute to broader sustainability efforts in Indonesia. Overall, mentoring is essential in HR management training on sustainable public service administration skills in Indonesia because it can build employee skills and knowledge, enhance employee engagement, foster leadership development, support knowledge transfer, and promote sustainable practices (Rosyadi et al., 2020).

### *Classroom training*

Classroom training is also a great way to implement HR management training approaches on sustainable public service administration skills in Indonesia. The reason is that it can facilitate interactive learning. Then, the classroom training allows for interactive learning, where participants can ask questions, participate in discussions, and engage in hands-on activities. This type of learning can be more engaging and effective than self-paced or online learning (Abdeldayem & Aldulaimi, 2020). Classroom learning may provide structured learning as it provides a structured learning environment that can help participants to focus and retain information. This can be especially important for complex or technical topics. It also offers networking opportunities: Classroom training allows participants to network and learn from each other. This can be valuable for building professional relationships and sharing best practices (Carter et al., 2020). It also allows for immediate feedback. In a classroom setting, trainers can provide direct feedback to participants, which can help reinforce learning and correct misunderstandings. To ensure consistent training classroom training offers a consistent training experience for all participants, which can help to ensure that everyone is learning the same material and is equipped with the same skills and knowledge.

Last, classroom training also promotes sustainability as it can promote sustainability by providing employees with the skills and knowledge needed to implement sustainable practices. This can encourage sustainability within the organization and contribute to broader sustainability efforts in Indonesia (de Andrade et al., 2018). Overall, classroom training is a great way to implement HR management training approaches on sustainable public service administration skills in Indonesia due to its ability to facilitate interactive learning, provide structured education, offer networking opportunities, allow for immediate feedback, ensure consistent training, and promote sustainability. E-learning: E-learning involves using digital technology to deliver training materials and programs, making training accessible and flexible (Wright & Snell, 1991; Macke & Genari, 2019; Chams & García-Blandón, 2019).

### *E-learning solution*

E-learning can be a valuable tool for improving HR management training in Indonesia. It offers the flexibility to learn anytime, anywhere, and at the learner's own pace, making it easier to balance work and training. It also has low cost-effectiveness, eliminating the need for travel, accommodation, and other associated costs (Ghafur, 2021). Customization of E-learning courses can be tailored to meet the specific needs of learners, ensuring that learners receive the training they need to develop sustainable public service administration skills. Additionally, multimedia elements such as videos, animations, and gamification can make e-learning courses more exciting and engaging for learners. Finally, the assessment of E-learning courses can be designed to include reviews to measure learners' progress and ensure that they have mastered the skills and knowledge required for sustainable public service administration. Assessments can be in the form of quizzes, assignments, or projects. In summary, e-learning can effectively improve HR Management Training on Sustainable Public Service Administration Skills in Indonesia. It offers flexibility, cost-effectiveness, customization, interactivity, and assessment, which can help learners develop the skills and knowledge required for sustainable public service administration (Sholehuddin et al., 2021).

### *Job rotation approach*

Job rotation is a common approach used by organizations to manage HR in administrative skills and tasks. In Indonesia, job rotation can effectively develop employees' skills and increase job satisfaction. There are many reasons why job rotation can be used to manage HR in administrative skills and tasks in Indonesia. For skills development reasons, job rotation can also help employees develop multiple skills by exposing them to different organizational roles and responsibilities (Hexan, 2021). By rotating employees through various departments, they can learn new skills and gain valuable experience to help them in their future roles. Another reason, for example, through work rotation, employees can get career development. Job rotation is a solution that can help employees develop their careers. By exposing employees to different roles and responsibilities, they can explore different career paths and identify the positions that best suit their skills and interests (Hecklau et al., 2016; Vardarlier, 2016; Ozkeser, 2019).

Likewise, reasons for increased job satisfaction can help employees feel more engaged and satisfied. By providing employees with new challenges and learning opportunities, job rotation can help prevent boredom and increase job satisfaction. Improved organizational knowledge is also needed. Job rotation can help employees better understand the organization and its operations. Employees can better understand how other parts of the organization work together to achieve its goals by working in different departments. Finally, the reason for

succession planning is that the job rotation solution can be used as a tool for succession planning (Riandi et al., 2021). By rotating employees through different roles and departments, organizations can identify and develop potential employees to take on leadership roles in the future. In short, job rotation can be a practical approach to managing HR in administrative skills and tasks in Indonesia. This can help employees develop skills, increase job satisfaction, and contribute to succession planning. However, it is essential to implement job rotation in a structured and organized manner to ensure it is effective and beneficial to employees and the organization.

#### *Cross-functional teams*

Cross-functional teams are an essential aspect of the HR management training approach to sustainable public service administration skills in Indonesia. These teams consist of individuals from different departments or functional areas within an organization who come together to work on a specific project or initiative (Ichsan et al., 2020). The following are ways cross-functional teams can be used as an HR management training approach on sustainable public service administration skills in Indonesia. For example, the knowledge-sharing process. This way, cross-functional teams can facilitate knowledge sharing among employees from different departments. This can help break down silos within the organization and ensure that everyone understands the organization's goals and objectives (Shahi & Sinha, 2020).

Another approach, for example, is collaborating. In a way, cross-functional teams can encourage collaboration and teamwork among employees. By working together on a project, employees can learn to appreciate each other's strengths and weaknesses and develop a sense of camaraderie—likewise, the innovation work approach where cross-functional teams can become a source of innovation and new ideas (Ungureanu et al., 2021). By bringing together employees with diverse skills and experiences, these teams can create creative solutions to complex problems. Another approach is a way of developing skills. This method can provide opportunities for employees to develop new skills and knowledge. Employees can broaden their skills and improve their competence by taking on projects outside their usual job responsibilities.

The last is the leadership development approach. Cross-functional teams can also be used as a tool for leadership development. Employees can develop leadership skills such as communication, collaboration, and problem-solving by leading or participating in cross-functional teams. In short, cross-functional teams are a practical HR management training approach to sustainable public service administration skills in Indonesia. They can facilitate knowledge sharing, encourage collaboration, foster innovation, provide skills development opportunities, and contribute to leadership development. Organizations need to create a culture that supports cross-functional teams and provides the necessary resources and support for these teams to be successful (Jeske & Colvard, 2021).

#### *Performance management*

Performance management is a crucial aspect of the HR management training approach to sustainable public service administration skills in Indonesia. Effective performance management can help organizations ensure that employees are working towards organizational goals and objectives, identify areas for improvement, and provide feedback and support to help employees develop their skills and improve their performance (Ananthan et al., 2019). Performance management can be used in several ways as an HR management training approach to sustainable public service administration skills in Indonesia. Setting clear and definite performance expectations is part of performance management, starting with setting clear expectations for employees. This includes defining employee roles and responsibilities, setting performance goals and objectives, and identifying key performance indicators (KPIs) to measure their performance (Carmeli, 2004; Balabonienė & Večerskienė, 2015; Tensay & Singh, 2020).

A feedback approach and regular training are also essential to effective performance management. Managers must provide employees with ongoing feedback on their performance and offer training and support to help them improve their skills and achieve their goals. By way of a formal arrangement, evaluation is an integral part of performance management. These evaluations should occur regularly, such as annually or biannually (Yong et al., 2020). They should provide employees with a thorough overview of their performance, including strengths, areas for improvement, and opportunities for growth and development. So is the way of performance improvement plans: In cases where employees are not meeting performance expectations, performance improvement plans (PIP) can help them improve their performance.

This plan should include specific goals, timelines, and support mechanisms to help employees improve their skills and achieve their goals. Finally, recognition and rewards are essential components of performance management. Organizations should recognize and reward employees who meet or exceed performance expectations,

as this can help motivate employees and reinforce positive behavior. In summary, performance management is a critical HR training approach in sustainable public service administration skills in Indonesia (Wilkin et al., 2018). This includes setting clear performance expectations, providing regular feedback and coaching, conducting performance evaluations, using performance improvement plans, and offering recognition and rewards to employees who exceed performance expectations. By implementing effective performance management practices, organizations can improve employee performance, increase job satisfaction, and improve overall organizational performance. These are just a few examples of HR management training approaches that can be used to enhance sustainable public service administration skills. The most effective strategy will depend on the organization's and its employees' specific needs and context (Voola et al., 2022).

## **Conclusion**

In summary, the HR management training approach to sustainable public service administration skills in Indonesia can be implemented through various strategies, including e-learning, job rotation, cross-functional teams, and performance management. E-learning can provide cost-effective employee training opportunities, while job rotation can help develop employee skills and knowledge in different areas of the organization. Cross-functional teams can facilitate knowledge sharing, collaboration, innovation, skills development, and leadership development. Performance management can help set clear performance expectations, provide regular feedback and coaching, conduct performance evaluations and improvement plans, and offer recognition and rewards to employees who meet or exceed expectations. By implementing these approaches, organizations can improve the skills and abilities of their employees, increase job satisfaction, and contribute to the overall sustainability of public service administration in Indonesia.

In Indonesia, there are many opportunities for additional research on HR management training methods for sustainable public service administration skills. The following are some potential areas for further study: Evaluation of the efficacy of various HR management training strategies: E-learning, job rotation, cross-functional teams, and performance management are just a few of the HR management training methods that could be the subject of future research to examine for their efficacy. The effects of these strategies on employee skills and abilities, job satisfaction, and organizational performance can be the subject of this study. Identify barriers to the practical training of HR managers: Barriers that prevent Indonesian HR management training from being effective can also be identified in future research.

This may require looking into issues such as a lack of resources, cultural barriers, or resistance to change. Researching how technology is used in HR management training: Future studies may investigate the role of technology in HR management training in light of the increasing prevalence of technology in the workplace. This may require looking at the potential impact of emerging technologies such as artificial intelligence, determining the most effective ways to incorporate technology into HR management training, and evaluating the efficacy of various e-learning platforms. Examining the effect of HR management training on the long-term management of public services: The impact of HR management training on the sustainable administration of Indonesian public services is also the subject of future research. This could mean seeing how HR management training impacts sustainability outcomes such as less waste, more efficiency, and better service delivery. There are many opportunities for additional research on identifying HR management training methods to develop long-term public service administration skills in Indonesia. Researchers can assist organizations in developing more efficient training strategies and contribute to the ongoing improvement of Indonesian public service administration by continuing to investigate these topics.

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