Implementation of Leadership Training Policy in the Local Government of Gorontalo Regency

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Abstract

The aims of this study were: (1) to find out the implementation of the Leadership Training Policy within the Local Government of Gorontalao Regency in terms of training planning, training implementation, and training evaluation. (2) to find out the factors that determine the implementation of the Leadership Training Policy within the Regional Government of Gorontalo Regency. This study used a qualitative approach and descriptive research using data collection techniques through observation, in-depth interviews, and documentation. Data analysis techniques were carried out through the stages of data reduction, data presentation, and conclusion. The results of the study show that (1) the Implementation of the Leadership Training Policy in the Regional Government of Gorontalo Regency seen from the training planning has been carried out maximally, while when viewed from the training implementation and training evaluation it has not been carried out optimally. (2) Communication, Resources, Executor's Attitude, and Bureaucratic Structure are the factors that determine the Implementation of Leadership Training Policy in the Gorontalo Regency Government, where Communication, Implementer's Attitude, and Bureaucratic Structure have been well implemented. Meanwhile, the main problem with the non-implementation of Leadership Training is the unavailability of a budget from the regional government.

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1 Introduction

Civil Servants (PNS) are the main element of the human resources of the state apparatus and have an important role in determining the success of governance and development (Tie et al., 2020). Employees are expected to always increase their knowledge, skills, and attitudes so that they are better suited to the demands of the times and can improve their performance within the organization. To answer the challenge of competency development for the country's civil apparatus, education, and training is an answer (Hussein, 2018). Education and training is one of the important factors in the development of human resources. Because education and training not only increase knowledge but also improve work skills thereby increasing work productivity (Ayeni & Bamire, 2022). Education and training are part of the human resource development of the government apparatus, having such an important and strategic role in the development of a nation. education and training within the government apparatus is very important to increase the competitiveness of the human resources of the government apparatus (Dewi et al., 2021). Through the process of education and training, it is hoped that human resources will be of higher quality and professionalism in carrying out their duties in accordance with the performance guidelines of government agencies (Maulana et al., 2022).

For this reason, the government needs to provide leadership training and education to civil servants to improve the performance of government agencies. In response to this, the government through the State Administrative Institute (LAN) issued guidelines for organizing leadership education and training, especially for leadership level III and leadership level IV (Lesmanawaty'Wargadinata, 2021). Regulation of the Head of LAN Number 12 of 2013 concerning guidelines for the implementation of level III leadership education and training aims to form a bureaucratic leader who has a high ability in elaborating the vision and mission of agencies into agency programs and can lead their implementation (Makatita & Kartini, 2022). Meanwhile, the Regulation of the Head of LAN Number 20 of 2015 concerning guidelines for the implementation of level IV leadership education and training aims to form a bureaucratic leader who has a high ability in planning agency activities and leading their implementation (Meirobie et al., 2022).

A policy will be said to be successful if the planning, implementation or implementation, and evaluation are carried out properly because all activities start from an effective plan. Implementation of implementation must be adjusted to what has been planned and guided by the rules that have been set. After planning and implementing, the next step is to evaluate the planning and implementation of the policy (Alias & Ismail, 2017). Where if these three stages are carried out properly, then a policy can be said to be successfully implemented or implemented (Hanida et al., 2015).

Policy implementation is the implementation of basic policy decisions, usually in the form of laws, but also in the form of important executive orders or decisions or decisions of the judiciary. Successful policy implementation can also be determined by several factors consisting including communication, resources, disposition, and bureaucratic structure (Islam et al., 2019). Gorontalo Regency is a Regency that annually conducts leadership training and education to increase the competency of ASN working within the Gorontalo Regency Government. As an institution authorized to handle this matter, the Gorontalo Regency Personnel and Human Resources Development Agency (BKPSDM) in creating a clean, professional, and prosperous government apparatus is obliged to support the national development agenda as stated in Article 2 of Government Regulation No. 101 of 2000, concerning the Training of Civil Servants, one of which is to focus on efforts to improve the quality of education and training implementation with the task of formulating technical policies in the field of education and training and the development of Civil Servants as stipulated in laws and regulations.

The implementation of this leadership education and training is carried out by the Gorontalo District BKPSDM through the One-Stop Pattern. One-door training is the management of all forms of training which are carried out centrally by BKPSDM as OPD which has authority in terms of education and training, one of which is leadership training education. In Gorontalo Regent Regulation Number 48 of 2018, it is explained that structural leadership training is training to provide insight into knowledge, expertise, skills, attitudes, and behavior in the field of apparatus leadership to achieve the competency requirements for leadership of certain structural positions. This means that this leadership training is a requirement for employees to occupy structural positions.

The results of initial observations conducted by researchers found that the one-door education and training, especially in leadership education and training, had not run optimally. Judging from the planning, the number of participants participating in the training was very limited because it was adjusted to the available budget, and the facilities used in the training were still limited. Meanwhile, judging from the proposed needs that do not match the available budget, each OPD is limited in its training proposals. This means that the budget is the source of the main problem that the implementation of education policies and leadership training in Gorontalo District is not yet optimal. As a result, many employees have served in echelon III and echelon IV but have not attended level III and IV leadership education and training. Where those who are supposed to be civil servants before occupying positions in echelon III

must have attended level III leadership education and training, as well as employees who occupy positions in echelon IV must have attended level IV leadership education and training. The purpose of this study was to determine the implementation of leadership training policies within the local government of Gorontalo Regency.

2 Methods

This study uses a descriptive qualitative approach, which aims to be able to understand the object of research naturally and the researcher becomes the key instrument. A qualitative approach is used to examine an object naturally, where the researcher becomes the main means of research, by using triangulation data collection techniques, data analysis is carried out in an inductive/qualitative manner, and research results are oriented towards emphasizing meaning rather than generalizing (Yusuph & Guohua, 2017). Through descriptive research, researchers have the intention to provide an overview or explain a symptom (Zhang, 2018). The research time used by researchers was 2 (two) months, from September to October 2022. The location research carried out by researchers with the title Implementation of Leadership Training and Education Policy in the Gorontalo Regency Local Government Environment was carried out at the Gorontalo Regency Staffing and Human Resource Development Agency.

Sources of data use primary data and secondary data. Primary data sources are data sources obtained through interviews with informants at the Gorontalo Regency Personnel and Human Resources Development Agency and echelon III and echelon IV officials, totaling 7 people. Secondary data sources are data sources obtained through documents related to research on the Implementation of Leadership Training Policies in the Local Government of Gorontalo Regency. Data collection techniques using observation, interviews/interviews, and documentation. Data analysis techniques include data reduction, data display, and conclusion drawing/verification. Testing the validity of the data using triangulation and member checks. Triangulation is a data collection technique by combining several data collection techniques and available data sources. So the researchers collected data as well as tested the credibility of the data. Member check is the process of checking the data that has been obtained by the data giver. The main objective is to find out how appropriate the data obtained is with the data provided by the data provider.

3 Results and Discussions

Description of Research Results

This research consists of two focuses, namely the first is the Implementation of Leadership Training Policy in the Local Government of Gorontalo Regency as seen from training planning, training implementation, and training evaluation. As well as for the second focus are the factors that determine the implementation of leadership training policies in the Local Government of Gorontalo Regency as seen from communication, resources, attitude of implementers, and bureaucratic structure.

Implementation of Leadership Training Policy in the Local Government of Gorontalo Regency
Planning

From the results of interviews with several informants and the observations of researchers, the planning process for Leadership Training activities in the Gorontalo Regency government environment which was organized by the Gorontalo Regency Personnel and Human Resources Development Agency (BKPSDM) had been carried out well. Leadership training is carried out to increase the competence of employees or officials and is a requirement for employees to be promoted to a higher position level, so that in this plan initially there is to adjust to the needs of employee competency development from each Regional Organization Organization (OPD) in the government environment Gorontalo Regency and collecting employee data is appropriate to take part in Leadership Training at level III (administrator) or level IV (supervisor). supervisory officials saw from employees who have potential in the ranks of staff. After the process of adjusting the needs for competency development and data collection of employees who are eligible to take part in the Leadership Training, the next step is to make a review that will be submitted to the Regional Head leadership, in this case the Regent of Gorontalo Regency. If you have received approval from the Regent, the next step is to propose to the Human Resources Development Agency (BPSDM) of Gorontalo Province.

After obtaining approval from BPSDM Gorontalo Province, Leadership Training activities can be carried out. In planning leadership training, of course, attention must be given to supporting factors such as human resources, facilities, and infrastructure, as well as the availability of the regional government budget. The obstacle not to implementing the Leadership Training in the Gorontalo Regency Government is that they have not received approval from the Regent, this is due to the limited regional cash/finance or budget, where the budget is still used for development or activities that are considered more important.

Planning for each organization is a guide in various organizational activities, considering that planning is a guide, planning is the first step that will determine whether or not the goals of the organization are achieved. so important for the organization, so that every organization will make the best possible plans, both corporate level planning, departmental level planning, and operational level (Hardiyansyah et al., 2020). The first thing to do in the planning process is to determine the objectives of the leadership training activities. after that look at the availability of the budget, supporting human resources, as well as facilities and infrastructure that can support the implementation of activities. Then look at strategic plans and see what will be obstacles in implementation and immediately look for solutions to overcome these obstacles, so that the implementation of leadership training can be achieved by predetermined goals. The planning process in implementing leadership training must refer to the basic concepts of competency development so that the program activities implemented or planned can run according to needs. So what we will do is the same as what is needed by each OPD within the Gorontalo Regency government and the need for employee competency development will be answered with Leadership Training (Taufik et al., 2021).

The reality of the research results confirms that the implementation of Leadership Training is adjusted to the needs of developing the competence of the apparatus of each OPD in the Gorontalo Regency government environment. BKPSDM Gorontalo Regency has carried out its duties in planning Leadership Training activities by Regent Regulation No. 48 of 2018. Leadership Training activities can be carried out if they receive approval from the regional head, namely the Regent of Gorontalo Regency and so far it turns out that planning from BKPSDM to carry out Leadership Training often does not up to the implementation stage, this was due to not getting approval from the Regent, where the main reason why the Regent had not approved what had been planned by BKPSDM was the lack of availability of the Gorontalo Regency Regional government budget (Munzhedzi, 2020).

For this reason, based on the reality that occurs, even though the planning has been made well, if it does not receive support from those who have authority, then what has been planned will not reach the implementation stage, so this needs to be considered by the regional government because basically activities This Leadership Training is very important for improving the performance of each employee and of course this will have an impact on improving the performance of the local government as a whole.

Implementation

Based on the results of interviews with several informants and research observations that the implementation of Leadership Training in the Gorontalo Regency Government Environment has been held, which was carried out by an implementing committee consisting of regional government leaders of Gorontalo Regency such as regional secretaries, BKPSDM Gorontalo Regency, BPSDM Gorontalo Province. The first step in the implementation process is to prepare all the requirements during the implementation process such as administrative and academic preparation. Administrative preparation consists of membership data, correspondence, participant writing instruments, and resource persons/speakers. Academic preparation consists of learning preparation, selection of resource persons/speakers, and other facilities that are the needs of training participants. The next step is to provide training participants with an orientation regarding the objectives and benefits of implementing the Leadership Training and continue with a learning contract.

The learning process places more emphasis on developing employee competencies in terms of technical and practical service products so that participants can easily understand them. In addition, specifically for Leadership Training for administrative officials and supervisory officials, Training participants are assigned to create an innovation in the form of a focused change project. on the location and workplace of each participant. During the Leadership Training implementation process, of course, there were obstacles and obstacles faced by the organizers and the implementing committee, and the implementing committee made every effort to anticipate the obstacles that occurred. If seen from the process of implementing the Leadership Training, the implementation is quite good. However, so far the implementation of the Leadership Training in the Gorontalo Regency Government Environment has not been able to be attended by all employees who should have met the requirements to take part in the leadership Training, this is because the number of employees in the Gorontalo Regency Government Environment is quite a lot and the

implementation of the Training is not often carried out even the last implementation was in 2019. One of the causes of the infrequent implementation of Leadership Training is the culture carried over from the leadership of the previous regional heads, namely in the 2005-2010 and 2010-2015 periods. The regional leaders at that time thought that the objectives of the Leadership Training were a requirement for employees to be promoted to higher positions, while the objectives of improving employee performance were not fulfilled because even though employees had attended Leadership Training, their performance did not increase. So of course this needs to be evaluated further the achievements of employees who have attended Leadership Training.

Implementation of Leadership Training in the Gorontalo Regency Government Environment refers to Gorontalo Regent Regulation No. 48 of 2018 concerning the Management of One-Stop Pattern State Civil Apparatus Training in the Gorontalo Regency Government Environment. Based on this rule the implementation of Leadership Training can be carried out classically or non-classically. Classical training is carried out face-to-face in class, while non-classical training is carried out by training in nature, online training, or training in the workplace. Leadership Training is carried out by training institutions, in this case, the Gorontalo District Personnel and Human Resources Development Agency (BKPSDM), in collaboration with accredited training institutions, in this case, the Gorontalo Provincial Human Resources Development Agency (BPSDM).

Leadership Training is carried out by an implementing committee consisting of Gorontalo District Government Leaders, Gorontalo District BKPSDM, and Gorontalo Province BPSDM. implementing Leadership Training, preparing all teaching and learning facilities, determining speakers/resource persons, and fulfilling all the needs of resource persons related to the teaching and learning process during the Training implementation. The reality of the research results confirms that when viewed in terms of the implementation process the Leadership Training organized by BKPSDM in collaboration with BPSDM has been carried out well, but the implementation of the Leadership Training that has been carried out so far has not been able to be attended by all employees who have met the requirements to be included, where there are quite several employees in the Gorontalo Regency Government Environment, of course, this must be accompanied by the implementation of continuous Leadership Training. This means that the implementation of routine training is carried out every year. In this case, of course, there must be a commitment from the regional leadership or head, namely the Regent of Gorontalo. In addition, of course, there is a commitment from employees that after participating in leadership training activities, employee performance can increase and implement the change projects that have been prepared during the implementation of the training, so what is the goal of implementing the leadership training can be realized and not become a useless activity because the employees are considered useless. changes in terms of performance improvement. The number of employees/officials within the Gorontalo Regency government who have and have not attended Leadership Training, both administrative and supervisory officials, can be seen in the table below:

Table 1
Data on Employees Who Have and Have Not Participated in Leadership Training

No	Description	Already Trained	Not yet training	Amount
1	Leader Training III	115	78	193
2	Lead IV Training	45	189	234

Source: BKPSDM Gorontalo Regency, 2022

Evaluation

From the results of interviews with several informants and the observations of researchers overall an evaluation of the implementation of the Leadership Training has been carried out but still needs to be improved, where during the Leadership Training implementation process two things must be evaluated, namely the achievements of the participants while attending the Training, and the performance of the implementing committee. For the achievements of training participants, it can be seen from the ratio of participants who passed and did not, how many achievement scores were in the categories of very good, good, moderately good, and not very good. The Leadership Training participants themselves, have so far graduated with good grades. While the evaluation of the implementing committee can be seen from how the committee can meet all the needs of the participants and presenters during the activation process, complementing all administration. The implementing committee itself has tried its best to fulfill all the needs of the participants and presenters so that with this evaluation it can be seen how far the training has been successful. In

particular, for Leadership Training, supervisory officers and administrative officials are assigned to make an innovation change project according to their respective workplaces. Of course, this needs to be further evaluated by BKPSDM whether the innovation project changes that have been made by the participants have been implemented or carried out in their agencies. or not, and so far the evaluation process has not been carried out. The purpose of implementing Leadership Training is to increase the competence of employees and become a requirement for employees to occupy positions at a higher level. If you look at the objectives, of course, the success rate of implementing the Leadership Training has not gone well, this is because there are employees who have attended the Training. but have not been able to improve their competence, and there are still many employees who have not attended Leadership Training but are already in positions, for example, employees who have not attended Level III Leadership Training but have held positions at Echelon III as well as employees who have not attended Level IV Leadership Training but already occupy positions in Echelon IV. This is caused by the lack of implementation of Education and Training by the Gorontalo District government.

In Gorontalo, Regent Regulation No. 48 of 2018 Evaluation of training implementation aims to measure the success rate of training implementation which includes: the evaluation of participants conducted by widyaiswara and committee, evaluation of widyaiswara conducted by committee and participants, evaluation of organizer performance carried out by widyaiswara and participants, and evaluation post-training. Evaluation of training implementation is carried out using evaluation instruments prepared by BKPSDM. The results of the evaluation of the implementation of the Training are outlined in the form of an implementation report which is submitted to the staffing supervisor officials and at the same time as input material to improve the implementation of the next Training.

Policy evaluation is not only carried out at the final stage but in all policy processes. Thus, policy evaluation includes the formulation of policy problems, proposed programs to solve policy problems, and implementation and impact stages (Gilson, 2016). For post-training evaluation where the post-training evaluation mechanisms and procedures are between 6 months to 12 months after the training ends, a post-training evaluation is held to know and measure, the level of utilization of education and training alumni in structural positions, the development of changes that have been implemented but in reality, After training, some employees have not shown significant quality changes, and several change projects have not been continued, meaning they have not worked as they should.

The reality of the research results confirms that when referring to Gorontalo Regent Regulation No. 48 of 2018 the evaluation process carried out on the implementation of the Leadership Training has been carried out properly by the Gorontalo District BKPSDM. However, when viewed from the post-evaluation of Leadership Training activities, this has not been effectively carried out, due to the reality that there are Leadership Training participants who have not been able to implement the innovation change projects that have been prepared during the Training implementation process in their institution. As well as many employees who have occupied positions in echelon III and IV, but these employees have not attended Level III and IV Leadership Training. This is because there are no sanctions for officials who appoint and are appointed even in the regulations there are no sanctions for violations like this.

With this reality, of course, it must be a concern for the Regional Government so that it can address the problems that occur related to the implementation of Leadership Training in the Gorontalo District government environment. The commitment of the regional government to improving the competency development of the apparatus also needs to be increased, because so far the implementation of education and training is still rarely carried out. Attention also needs to be shown to employees who have attended training but whose performance has not improved, this needs to be evaluated and understanding needs to be given so that they can improve their performance by implementing innovative change projects that have been prepared in the implementation of education and training in their respective agencies.

Factors that determine the Implementation of Leadership Training Policies in the Local Government of Gorontalo Regency
Communication

Based on the results of interviews with several informants and researchers that communication is one of the determining factors in the implementation of the Leadership Training Policy within the Local Government of Gorontalo Regency, where the communication process during the implementation of the Leadership Training has been going well. The implementation of this leadership education and training policy involves many parties consisting of all Regional Apparatus Organizations (OPD) in Gorontalo Regency, regional heads, regional secretariats, BPSDM Gorontalo Province, State Administration Institutions (LAN) of course requires good communication with all parties which are involved. BKPSDM Gorontalo Regency as the party responsible for organizing Leadership Training

activities within the Gorontalo Regency Government Environment has built good communication with each OPD, especially regarding data on employees who have met the requirements to take part in the Training and about OPD's needs in developing employee competencies. At the planning stage, the Gorontalo District BKPSDM coordinated with the Head of the Region to propose the implementation of the Leadership Training, in terms of the mechanism for implementing the BKPSDM Training activities in collaboration with the Gorontalo Provincial BPSDM.

Communication between leaders and subordinates in implementing policies must be built effectively, to avoid misinformation. Submission of information can help policy implementers explain to the target group of a policy, the content, goals, and objectives of the policy. So that the policy implementation process can run well by what has been set (Rasheed et al., 2022). The implementation of the Leadership Training and Education policy in the Gorontalo Regency Regional Government environment certainly involves many parties because it relates to the development of apparatus competence in each Regional apparatus organization (OPD) within the scope of the Gorontalo Regency government, so it is clear that the organizer of the Leadership Training, in this case, is the Personnel and Resources Development Agency. Human Resources must establish good communication with all parties related to the implementation of Leadership Training. The reality of the research results confirms that the implementation of the Leadership Training Policy in the Local Government of Gorontalo Regency involves many parties, so communication is very important to be used in interaction, as well as conveying information to parties related to the implementation of Leadership Training.

Resource

From the results of interviews with several informants and the observations of researchers resources consisting of human resources, facilities, infrastructure, and budgets are factors that can determine the success of implementing the Leadership Training Policy within the Gorontalo Regency Regional Government. As for the human resources in the implementation of the Leadership Training, they are good and competent. If seen from the availability of facilities and infrastructure, it still needs to be improved, especially the procurement or construction of buildings as places for conducting Leadership Training. Meanwhile, from a budgetary perspective, this is of course the main problem because the availability of the budget for the implementation of Leadership Training is very minimal, causing this activity to be carried out infrequently, which has not been implemented since 2020 or since the Covid-19 pandemic. implemented again. So of course this will be a concern for the Regional Government in implementing future activities so that staffing management will be better if it is supported by the available budget (Bloom & Sheerer, 1992; Camprubí et al., 2016).

Resources consisting of human resources, facilities, infrastructure, and budget are factors that greatly determine the success of Leadership Training activities. Important resources include staff of the right size with the necessary expertise, sufficient and relevant information on how to implement the policy and other adjustments involved in implementation; authority to ensure that this policy is carried out as intended, and various facilities (including buildings, equipment, land, and supplies) in it or by providing services (Liang et al., 2020). The reality of the research results confirms that it is very clear that the implementation of Leadership Training in the Regional Government of Gorontalo Regency, it must be supported by adequate resources, both human resources, facilities, and budget. Leadership Training activities often cannot be carried out, even though they have been planned due to the unavailability of a budget from the Regional Government of Gorontalo Regency (Grol & Grimshaw, 2003; Conger, 1993).

Executor's Attitude

Based on the results of interviews with several informants and the observations of researchers that the attitude of the implementer is one of the factors that determine the success of the implementation of the Leadership Training policy within the Gorontalo Regency Regional Government, wherein the implementation of Leadership Training it is seen from the implementing committee that people who are already professional and competent and committed to carrying out Leadership Training activities. As the implementing committee, of course, they already know what must be done to achieve the objectives of implementing the Leadership Training, and of course, this is based on the will of each committee. The implementing committee is the spearhead of the implementation of activities, so the executors should have a high commitment to realizing the success of the implementation of the Leadership Training, so, of course, the leadership and managerial parties at the middle level must pay attention, to how the leadership orders can be conveyed to the lower levels so that what is we want to achieve can be achieved (Linsey & Franzini, 1991; Maskin & Sjöström, 2002).

The attitude of the implementer is the third important factor in the approach to the study of public policy implementation. If policy implementation is to be effective, policy implementers must not only know what to do and have the capability to do it, but they must also have the will to implement the policy. Most implementers use as much authority as possible in implementing a policy (Chaeroni et al., 2023). The reality of the research results confirms that in the implementation of Leadership Training in the Regional Government of Gorontalo Regency the attitude of implementation is good, meaning that the Leadership Training implementing committee already knows what must be carried out based on the will of each individual (Krutwaysho & Bramwell, 2010; Sternberg, 2014).

Bureaucratic Structure

From the results of interviews with several informants and the observations of researchers that the bureaucratic structure is one of the factors that determine the implementation of the Leadership Training Policy in the Local Government of Gorontalo Regency. The implementation of leadership training involves all Regional Apparatus Organizations (OPD) in Gorontalo Regency because it is carried out based on the competency development needs of the employees of each OPD, where talking about bureaucratic structure is of course seen from the existing bureaucratic process, so it is necessary to establish standard operating procedures (SOP) as a reference from the implementation of Leadership Training. If you look at the SOP, of course, the implementation of Leadership Training organized by BKPSDM already has clear SOPs. The committee structure itself involves Legal Entities, Finance Section, Regional Secretariat, and BPSDM Gorontalo Province which have clear tasks and functions and carry out tasks according to existing SOPs (Cooke et al., 1997: McGrath, 2012; Siponen et al., 2014).

Even though the resources for implementing the policy are sufficient and the implementers know what must be done and the implementers know what must be done and are willing to carry it out, policy implementation is still hampered by the inefficiency of the bureaucratic structure (Wahid et al., 2020). The bureaucratic processes that exist in government agencies related to the implementation of the Leadership Training Policy have an important role in the implementation of Leadership Training. The bureaucratic process is related to the existence of Standard Operating Procedures (SOP). so that in implementing the Leadership Training all elements of the bureaucratic structure involved carry out their duties by the existing SOP. The reality of the research results confirms that the bureaucratic structure is a factor that determines the implementation of Leadership Training policies in Gorontalo District. This bureaucratic structure is related to the bureaucratic process, namely the establishment of standard operating procedures (SOP). The implementation of the Leadership Training in Gorontalo Regency has been based on predetermined SOPs (García & Rivas, 2022; Mafaldo-Gómez & Reyes-Meza, 2022).

4 Conclusion

The conclusion from this study is that the implementation of leadership training policies within the local government of Gorontalo Regency can be seen from the training planning that has been carried out optimally, while when viewed from the training implementation and training evaluation it has not been optimal. Communication, resources, implementing attitudes, and bureaucratic structure are the factors that determine the implementation of leadership training policies within the Gorontalo Regency government, where communication, implementing attitudes, and bureaucratic structures have been well implemented. Meanwhile, the main problem with the non-implementation of Leadership Training is the unavailability of a budget from the regional government.

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