

Peningkatan Kompetensi dan Kinerja Perangkat Kelurahan Dadaprejo Melalui Manajemen SDM dan Pelayanan Publik yang Efektif

Improving the Competency and Performance of Dadaprejo Village Offices Through Effective Human Resources Management and Public Services

Ali Hanafiah^{1)*}, Ervita Nindy Oktoriani²⁾, Iqbal Rulliasyah³⁾, Farah Adiba⁴⁾

¹⁾ Master of Administrative Science, STIA Malang, Malang, Indonesia

²⁾ Medical Records and Health Information, STIA Malang, Malang, Indonesia

³⁾ Public Administration, STIA Malang, Malang, Indonesia

⁴⁾ Business Administration, STIA Malang, Malang, Indonesia

*Corresponding author: alihanafiah218@gmail.com

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ABSTRAK. Kegiatan pengabdian masyarakat ini bertujuan untuk meningkatkan kompetensi dan kinerja pejabat di Kelurahan Dadaprejo melalui penguatan manajemen sumber daya manusia dan penerapan pelayanan publik yang efektif. Kegiatan ini dilaksanakan secara tatap muka pada bulan Oktober 2025 dengan 25 peserta yang terdiri dari pejabat dan staf kelurahan. Metode yang digunakan meliputi pelatihan, diskusi, dan kuliah interaktif tentang etika pelayanan publik, manajemen berbasis digital, dan evaluasi kinerja. Hasil kegiatan menunjukkan peningkatan pemahaman peserta mengenai prinsip pelayanan publik yang efektif dan manajemen sumber daya manusia. Peserta juga mampu mengidentifikasi strategi untuk meningkatkan kinerja dan penyampaian pelayanan mereka. Meskipun belum dilakukan evaluasi lanjutan, kegiatan ini berhasil membangun kesadaran akan pentingnya kompetensi dan integritas dalam memberikan pelayanan publik.

Kata kunci: Manajemen sumber daya manusia, pelayanan publik, kompetensi, kinerja, desa

ABSTRACT. This community service activity aimed to improve the competence and performance of the officials of Dadaprejo Urban Village through strengthening human resource management and the implementation of effective public services. The activity was carried out face-to-face in October 2025 with 25 participants consisting of village officials and staff. The methods used included training, discussion, and interactive lectures on public service ethics, digital-based management, and performance evaluation. The results showed an increase in participants' understanding of the principles of effective public services and human resource management. The participants were able to identify strategies to improve their performance and service delivery. Although no follow-up evaluation had been conducted, the activity successfully built awareness of the importance of competence and integrity in providing public services.

Keywords: Human resource management; public service; competence; performance; village

INTRODUCTION

Dadaprejo Village is one of the key administrative areas in Junrejo District, Batu City, endowed with a substantial potential in terms of human resources, particularly in public services and community administration. This village is strategically positioned to play a vital role in the local governance framework (Diyandhari, 2020). However, the rapidly changing bureaucratic landscape demands that the village apparatus be capable of delivering services that are not only swift and efficient but also transparent and accountable (Darsono, 2012). This evolving environment presents a significant challenge, as a considerable portion of the village staff is still grappling with limitations in their understanding and application of information technology, performance management systems, and effective communication strategies in public service (Syamsuddin, 2017; Putri & Hidayati, 2021).

Initial observations, coupled with discussions with village officials, have highlighted several critical challenges that need to be addressed. In this study, the desired public service orientation is defined as professional, accountable, and community-oriented service practices as the foundational values guiding village officials. These values are expected to support the delivery of public services that are effective, efficient, and responsive to community needs. Thus, professionalism, accountability, and community orientation are positioned as the core principles, while effectiveness, efficiency, and responsiveness. Represent the expected outcomes of public service delivery. These include : (1) the lack of optimal competence among the village apparatus in managing human resources effectively; (2) the absence of a structured performance evaluation system to monitor and improve service delivery; and (3) insufficient comprehension of the fundamental principles of public service, particularly those that focus on community satisfaction (Jaelani & Eni, 2019). These challenges have resulted in inefficiencies in work processes and a decline in the overall quality of services provided to the community (Prasastin & Noor, 2021; Rosyidah & Hastuti, 2022). Consequently, the effectiveness of public administration in Dadaprejo Village is significantly hindered, necessitating immediate attention and intervention.

To address these issues, a dedicated team from the School of Public Administration (STIA) Malang has proposed a comprehensive solution in the form of training and mentoring activities. These initiatives are grounded in a knowledge transfer and capacity-building approach, which emphasizes the practical application of human resource management concepts in the public sector. Additionally, the training is designed to enhance the effectiveness of public service delivery by focusing on methods that ensure accountability, transparency, and responsiveness (Lestari, 2009; Syairaji *et al.*, 2017; Mukti *et al.*, 2021). The activities will include interactive training sessions, group discussions, and case simulations that are specifically tailored to the public service context. This approach will not only allow the participants to grasp the theoretical aspects of these concepts but will also enable them to integrate and apply these ideas into their day-to-day responsibilities and challenges (Nazhifah *et al.*, 2021).

A key aspect of this initiative is the active involvement of the village apparatus throughout the process. Their participation is essential for identifying the specific public service challenges they face and for collaboratively devising practical solutions (Alam *et al.*, 2018; Syakri, 2019). By engaging the apparatus in a participatory manner, the program ensures that the interventions are not only educational but also highly applicable to the real-world context of the village's governance. This collaborative approach will also foster a sense of ownership among the participants, allowing them to drive the change process from within their own institution.

The anticipated outcomes of this initiative are multifaceted. Firstly, there is an expectation that the competence of the village apparatus in both human resource management and public service delivery will significantly improve. Secondly, the training aims to foster a stronger sense of awareness regarding the importance of integrity and professionalism in public administration (Ulum & Handayani, 2017). Lastly, the program aims to produce a set of simple yet effective follow-up actions, which will serve as a foundation for evaluating the apparatus's performance in the future. These actions will be directly aligned with the principles of good governance, ensuring that the village's services meet the needs and expectations of the community. Ultimately, the program seeks to enhance the institutional capacity of Dadaprejo Village, enabling it to deliver public services that are not only efficient and effective but also responsive to the needs of the citizens it serves, thereby contributing to a better quality of life for all residents.

METHOD

Time and Place

The community service activity was carried out in person in October 2025 at the Dadaprejo Village Hall, Junrejo District, Batu City.

Method of Service

The participants consisted of 25 individuals, all of whom are part of the village apparatus, including administrative staff, section heads, and division heads. The activity was also

attended by the Head of Dadaprejo Village, Mrs. Lurah, who showed full support for the efforts to enhance the competence and performance of the village apparatus. Overall, the participants were apparatus members directly involved in providing public services and managing daily governmental administration.

The implementation of the activity was carried out through a combination of several methods, including training sessions, awareness-raising, understanding improvement, and interactive mentoring.

1. **Training and Interactive Lectures:** These were used to introduce the fundamental concepts of human resource management (HRM) and the principles of effective, efficient, and integrity-driven public service. The training aimed to equip participants with essential knowledge and tools necessary to improve their administrative capabilities and better serve the community. Interactive lectures were structured to foster engagement, allowing participants to ask questions and share experiences related to their work.
2. **Focus Group Discussion (FGD):** A group discussion was held to identify the various public service challenges faced within the village government, and to explore practical and realistic solutions. This approach provided a platform for participants to voice their concerns, share insights, and collaboratively develop strategies that could help address the obstacles to efficient service delivery. FGD sessions allowed participants to critically reflect on their own practices and consider alternative solutions in a supportive and collaborative environment.
3. **Public Service Case Simulations:** This method was implemented to help participants translate theoretical knowledge into real-world practices, particularly in dealing with service requests, administrative management, and communication with the public. By engaging in practical simulations, participants were able to experience first-hand the complexities of public service scenarios and better understand how to apply problem-solving skills in the field. This hands-on approach was designed to bridge the gap between classroom learning and the practical challenges faced in everyday administrative tasks.
4. **Mentoring and Reflection:** To support the participants in developing their skills, mentoring sessions were conducted, guiding them to design simple follow-up actions that could lead to improvements in work systems, organizational culture, and inter-departmental coordination. This aspect of the program allowed participants to receive tailored guidance, ensuring that they had the necessary support to implement changes effectively. Additionally, the reflection sessions encouraged self-assessment and the identification of areas for improvement.

Training Content

The training content focused on several key topics:

1. **Human Resource Management in the Public Sector:** This topic covered the principles and practices of HRM as they apply to public service organizations. Emphasis was placed on the importance of managing human resources effectively to enhance productivity, job satisfaction, and public trust. Participants learned strategies to motivate and retain qualified personnel and align them with the organization's goals.
2. **Competencies of Public Apparatus:** The training addressed the competencies needed for public apparatus, which include managerial, technical, social, and cultural aspects. These competencies are essential for the apparatus to perform effectively in various roles, from managing day-to-day administrative tasks to fostering positive relationships with the community. Participants were guided on how to assess and develop their own competencies and those of their colleagues to build a more skilled and responsive team.
3. **Principles of Effective Public Service:** This section emphasized the core principles that should guide public service, including transparency, accountability, responsiveness, participatory practices, efficiency, and empathy. Participants learned how to implement these principles in their work to ensure that the services provided meet the needs and expectations of the community, fostering a culture of trust and respect in the process.
4. **Performance Enhancement Strategies:** The training also focused on strategies for improving the performance of the apparatus through results-based and behavior-based evaluations. Participants were introduced to various performance evaluation tools and methodologies, enabling them to assess their progress and identify areas for growth. This knowledge was

crucial for fostering continuous improvement in the delivery of public services and ensuring that the village apparatus remains accountable and effective.

Approach to Capacity Building

This activity was based on a capacity-building approach that emphasized the active participation of all participants. This method ensured that the activity not only served as a knowledge transfer mechanism but also as a process for building collective awareness and a shared commitment to strengthening the culture of public service. Through this participatory approach, the village apparatus was encouraged to take ownership of their professional development and work together to enhance the overall quality of public service in Dadaprejo Village.

By fostering a professional, innovative, and community-oriented mindset, the training aimed to instill a sense of responsibility and pride in the apparatus. The ultimate goal was to create a sustainable culture of high-quality public service that is responsive to the needs of the community, ensuring that the people of Dadaprejo receive efficient and effective services that contribute to their well-being and satisfaction. The program's participatory nature and emphasis on real-world applications ensured that the knowledge and skills gained would be directly applicable to the participants' daily tasks and responsibilities, thus making the training a valuable and lasting resource for improving local governance.

RESULT AND DISCUSSION

The implementation of the community service activity in Dadaprejo Village proceeded smoothly and received full support from all village apparatus. The activity was directly attended by the Head of Dadaprejo Village, Mrs. Lurah, who actively participated in the discussion sessions. Her presence played a crucial role in fostering enthusiasm and a sense of responsibility among the participants towards improving the quality of public services. Her involvement underscored the importance of leadership in driving positive changes within the village administration and the public service sector.

The solutions provided, through training and mentoring on human resource management (HRM) and effective public service, proved to be effective in addressing the issues identified during the initial assessment. By employing an interactive approach, including simulations, participants were able to reassess their roles and functions, discovering new ways to enhance coordination between departments in serving the public. These interactive sessions allowed participants to reflect on their daily responsibilities and apply the knowledge gained in practical scenarios, thus bridging the gap between theory and practice in public service delivery.

Field observations and reflection sessions indicated that the participants demonstrated a notable improvement in their understanding and professional attitudes. The majority of the participants expressed that they gained new insights into applying public service principles such as transparency, accountability, efficiency, and empathy. This new understanding prompted the participants to recognize the importance of establishing a periodic internal performance evaluation system. This realization is vital for ensuring continuous improvement in the quality of services provided by the village apparatus, fostering a culture of accountability and excellence in public administration. Documentation of community service activities carried out in Dadaprejo Village is presented in Figure 1.

As indicators of success, the improvement in participants' knowledge and attitude changes was assessed through qualitative observation during the training activities. The enhancement was reflected in the participants' active involvement during simulations, including their increased willingness to express opinions, ask relevant questions, and provide solutions during case discussions. Documentation of Discussion in Dadaprejo Village showed by Figure 2. Compared to the initial sessions, participants demonstrated a more responsive attitude in handling public service scenarios, showed better understanding of service principles such as transparency, accountability, and empathy, and were able to formulate more appropriate and structured service strategies. These observable changes indicate a positive shift in both cognitive understanding and professional attitudes toward effective public service delivery.



Figure 1. Documentation of community service activities carried out in Dadaprejo Village

Although no quantitative pre-test and post-test measurements were conducted, the observed behavioral changes during simulations and discussions provide meaningful evidence of increased knowledge and improved professional attitudes among the participants. The primary outcome of this initiative was the improvement in the competence of the village apparatus in human resource management, alongside the development of a follow-up action plan aimed at refining the public service system within the village. These outcomes are crucial in ensuring that the village apparatus is better equipped to meet the needs of the community through more effective and efficient public service delivery.

The factors contributing to the success of the activity included the full support from the Head of Dadaprejo Village, the enthusiasm of the participants, and the participatory and easy-to-understand methods of delivery. The involvement of the village leadership played an essential role in motivating the participants and ensuring that the training had a direct impact on their professional development. Furthermore, the use of interactive methods, such as case simulations and group discussions, made the learning process more engaging and practical for the participants, ensuring that they could immediately apply the knowledge gained in their daily tasks.



Figure 2. Documentation of Discussion in Dadaprejo Village

However, one of the main challenges encountered during the activity was the limited time available, which restricted the depth and duration of the practical sessions. The practical activities were implemented in a simplified manner through guided simulations and integrated group discussions focusing on public service communication and case handling commonly faced by the village apparatus. Although the practical sessions were not extensively documented visually, observations during the activity showed that participants were actively engaged, demonstrated improved responsiveness, and were able to apply public service principles more appropriately during the simulations. This indicates that the learning objectives of the activity were achieved despite the limited duration of the practical sessions.

Despite these challenges, the overall success of the activity demonstrates the importance of continuous professional development for public service apparatus, as well as the role of

leadership in fostering a culture of improvement and accountability within local government structures. By addressing the identified issues and implementing the suggested improvements, Dadaprejo Village is on its way to serving as an initial example of effective, efficient, and responsive public service practices grounded in professionalism, accountability, and community orientation at the village level.

The visual documentation supports the qualitative findings of this study, indicating that the learning process was conducted in an interactive and participatory manner, which is essential in community-based capacity-building programs. The findings of this activity align with the views expressed by Siagian (2016), who states that effective human resource management (HRM) is key to enhancing the productivity and quality of public bureaucracy. In addition, the success of bureaucratic reform is highly dependent on the professionalism of the apparatus and the commitment of the leadership (Rahmawati & Rokhman, 2017; Suhartina, 2019). This assertion supports the notion that the quality of public service is directly influenced by the competencies of public servants and the leadership that guides them.

In line with these theories, the community service activity conducted in Dadaprejo Village contributed not only to enhancing individual capacities but also to strengthening the governance of the village organization. By focusing on HRM and public service delivery, the activity addressed key factors that influence organizational effectiveness (Lestarisuhar & Subekti, 2017). Participants gained insights into the importance of professionalism, accountability, and transparency in public administration, which are crucial elements in fostering an efficient and responsive public service system.

Furthermore, as Christanti & Pratiwi (2016) emphasize, active leadership involvement is crucial in driving change and ensuring its implementation of reforms. Mardyawati & Akhmadi (2016) also expressed a similar sentiment. In this case, the Head of Dadaprejo Village played a pivotal role in promoting the activity and demonstrating commitment to the improvement of the village's public services. This involvement ensured that the training not only addressed individual skill development but also contributed to building a shared commitment within the organization to foster a culture of excellence.

Thus, the outcomes of this community service activity reflect the alignment of the village's efforts with broader principles of bureaucratic reform. By equipping the village apparatus with the necessary skills and knowledge, the activity helped set the foundation for a more professional, innovative, and integrity-driven approach to public service. This approach not only enhances the current service delivery but also lays the groundwork for long-term improvements in governance and public administration at the village level.

CONCLUSION AND SUGGESTION

This community service activity successfully achieved its objectives by providing face-to-face training and mentoring. Participants gained a deeper understanding of human resource (HR) management and the importance of professional, accountable, and community-oriented public services. The success of this activity was supported by the Dadaprejo Village Head, the participants' enthusiasm, and the practical training materials, although time constraints limited the exploration of digital-based management practices.

To ensure the sustainability of the outcomes, it is recommended that the village government implement follow-up programs focusing on digitalization in public service and performance evaluation for the village apparatus. Regular mentoring sessions should also be conducted to ensure the continued application of HRM principles in service delivery. Additionally, future activities should include more structured evaluations, such as pre- and post-tests, to better measure the impact of the training on participants' competencies. Further, it is essential to evaluate the long-term effects of the training. Follow-up surveys or interviews with participants should be conducted to assess how well HRM principles and public service improvements have been implemented. Gathering ongoing feedback will provide valuable insights into the challenges and progress made, helping to identify areas that require additional training and supporting sustained improvements in public service delivery.

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