

IMPROVING THE PERFORMANCE MANAGEMENT CAPACITY OF VILLAGE APPARATUS THROUGH SOCIALIZATION OF EMPLOYEE PERFORMANCE MANAGEMENT STRATEGIES IN TEWAAN VILLAGE

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Abstract

This community service aims to improve the capacity of Tewan Village employees, Ranowulu District, Bitung City, in managing performance strategically to achieve organizational goals. The activity was carried out on October 31, 2025 in the Tewan Village Office Hall with participants from all village officials (12 people) using interactive socialization methods, Focus Group Discussions (FGD), and the preparation of individual action plans. The results of the activity showed an increase in participants' understanding of performance management from an average of 55 to 82 (an increase of 27 points), the preparation of individual performance improvement action plans by 92% of participants, and the identification of major obstacles in the form of a lack of understanding of targets, the absence of regular monitoring, and weak coordination between departments. This activity confirmed that a participatory approach based on measurable evaluation is effective in increasing the capacity of village officials.

Keywords: Performance Management, Village Apparatus, Public Services, Socialization, Human Resources Capacity

INTRODUCTION

As the spearhead of local government, sub-districts play a strategic role in providing public services to the community. The performance of sub-district officials is a key factor in determining service quality and public satisfaction (Parianti, 2022). However, various studies show that many sub-districts in Indonesia still face challenges in terms of employee performance management capacity. Research in Kayumalue Pajeko Village shows that the main obstacle to employee performance is a shortage of employees, requiring them to work extra hard to provide the best service to the public (Lembah, 2022). Meanwhile, a study in Plaju Ulu Village found that employee performance was not optimal due to a lack of adequate facilities and infrastructure (Anggreana et al., 2024). Research in Nunhila Village showed that service was not optimal due to frequent incompetence and technical issues, as well as limited skills of some employees in managing documents (Ga Bani et al., 2025).

Tewan Village, one of the villages in Ranowulu District, Bitung City, plays a strategic role in providing public services. Based on initial observations and interviews with the Tewan Village Head, three main problems were identified among employees. First, a limited understanding of the concept of modern performance management, with approximately 65% of employees lacking a thorough understanding of the concept, including how to set measurable work targets and evaluate performance achievements periodically (Mangkunegara, 2017). Second, the suboptimal achievement of individual and team work targets, as reflected in the 2024 performance achievement data, with the average employee target achievement still at 70%, below the expected standard of 85%. Third, the weak link between employee performance and the achievement of

overall organizational goals. This situation aligns with findings by Kumorotomo (2022), who emphasized that the performance management capacity of civil servants remains a major challenge in bureaucratic reform in Eastern Indonesia. The decline in the quality of public services at the sub-district level is also often caused by low employee competency due to the lack of continuous competency development (Caya, 2025).

This community service program aims to improve the understanding and capacity of Tewaan Village employees in strategic performance management through interactive outreach, focus group discussions, and the development of individual action plans. This activity is expected to contribute to the development of a community service model based on measurable evaluations that is effective in increasing the capacity of village-level officials (Maswandi et al., 2023).

IMPLEMENTATION METHOD

This community service activity was held on Friday, October 31, 2025, from 9:00 AM to 2:00 PM WITA, at the Tewaan Village Office Hall, Ranowulu District, Bitung City. The activity was attended by 12 participants, consisting of all Tewaan Village employees, the Village Head, and staff.

The method of implementing activities uses three main approaches:

1. Socialization (Interactive Lecture)

The material was delivered by the chief executive using an interactive and participatory approach, using simple language and concrete examples relevant to the daily tasks of village employees. Topics covered included the basic concepts and definitions of performance, individual performance indicators, strategies for achieving organizational goals through team synergy, and the importance of regular evaluation and feedback (Wibowo, 2017; Sedarmayanti, 2017).

2. Focus Group Discussion (FGD)

Participants were divided into three small groups to discuss the challenges they faced in achieving performance targets. Each group was asked to identify the main obstacles they perceived and formulate possible solutions. This discussion method allowed participants to share experiences and learn from their peers (Robbins & Judge, 2019).

3. Individual Action Plan Development Practice

After understanding the material, participants were asked to develop an action plan to improve individual performance using the SMART (*Specific, Measurable, Achievable, Relevant, and Time-bound*) principles. This plan included targets to be achieved within the next three months, the steps to be taken, and measurable indicators of success.

Instruments and Data Analysis

Evaluation of participant understanding was conducted through a pre-test and post-test with a Likert scale instrument (1–5) that measured understanding of: (a) basic concepts of performance management, (b) individual performance indicators, (c) strategies for achieving organizational goals, and (d) the importance of performance evaluation. The evaluation design used a one-group pre-test post-test (Maswandi et al., 2023). Data analysis was conducted descriptively quantitatively to measure the increase in participant understanding.

RESULTS AND DISCUSSION

1. Implementation of Activities

The event was opened by the Head of Tewaan Village, who expressed his appreciation for the event and expressed his hope that employees would take advantage of the opportunity to improve their understanding of performance management. The event's chairperson then delivered a keynote presentation on "Employee Performance Management Strategies to Achieve Organizational Goals."

The first topic discusses the basic understanding and concept of performance. It explains that performance is not only about work results, but also encompasses processes, behaviors, and contributions to organizational

goals. This aligns with Mangkunegara's (2017) definition, which states that performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Robbins and Judge (2019) also emphasize that performance is a function of ability, motivation, and opportunity. Participants are encouraged to understand that good performance is high-quality, timely, and positively impacts society. The second topic discusses individual performance indicators. It explains that every employee needs to have measurable targets, both in terms of quantity (how many tasks are completed), quality (how well the results are achieved), timeliness (meeting deadlines), and their impact on customer satisfaction. Research by Lembah (2022) shows that the quantity aspect reflects the degree of conformity between the amount produced and the agreed-upon target, while the quality aspect reflects the level of satisfaction with work completion and the job's suitability to the organization's expectations.

The third topic discussed strategies for achieving organizational goals through team synergy. It emphasized that village goals will not be achieved if each employee works alone. Coordination, effective communication, and mutual support between departments are essential. This aligns with research findings in Karanganyar Village, which demonstrated that human resource development through training and mentoring programs is effective in encouraging innovation and improving the quality of public services. The fourth topic discusses the importance of regular evaluation and feedback. Employees are encouraged to not only wait for evaluations from their superiors but also actively seek feedback and self-reflect on their performance. A study in Mojayan Village showed that the implementation of the E-performance application was very useful in measuring employee performance, although obstacles such as limited technological capabilities and discipline in using the application persisted (Muslimah, 2024).

2. Focus Group Discussion Results

Following the presentation, participants were divided into three groups for discussion. The discussion revealed that the main obstacles to achieving performance targets include:

- a. Lack of understanding of the targets to be achieved. This aligns with findings in Kayumalue Pajeko Village that there is still a lack of clarity in communicating targets to employees (Lembah, 2022).
- b. Lack of regular monitoring. Research by Ga Bani *et al.* (2025) also found that a lack of regular monitoring was one of the factors inhibiting the optimization of village employee performance.
- c. Weak coordination between departments. A study in Plaju Ulu Village showed that poor coordination between departments can hinder employee performance (Anggreana *et al.*, 2024).

The proposed solutions include the need to socialize targets at the beginning of the year, schedule monthly evaluations, and establish regular coordination forums. This aligns with the recommendations of the FIA UI Community Service Team, which stated that steps the local government needs to take include mapping problems and formulating performance measures, refining outcome formulation across all units, and conducting regular performance monitoring and evaluation.

3. Preparation of Individual Action Plans

Each participant was asked to complete an individual performance improvement action plan worksheet. Eleven of the 12 participants (92%) successfully developed an action plan. This plan included targets to be achieved over the next three months (November 2025–January 2026), concrete steps to be taken, and measurable indicators of success.

4. Evaluation of Participant Understanding

At the end of the activity, a short evaluation was conducted to gauge participants' understanding. The results showed significant improvements:

Indicator	Pre-Test	Post-Test	Improvement
Understanding the concept of performance management	52	80	+28
Understanding individual performance indicators	55	83	+28
Understanding goal achievement strategies	58	84	+26
Understanding performance evaluation	55	81	+26
Average	55	82	+27

This 27-point increase in participant understanding is higher than the results of a similar community service program in Asam Kumbang Village, which showed an average score increase from 3.10 to 4.32, equivalent to an increase of approximately 24 points on a 100-point scale (Maswandi *et al.*, 2023). This demonstrates the effectiveness of the interactive outreach and FGD methods in improving the understanding of village officials. All participants stated that the material presented was very useful and tailored to their needs. One participant said, "We just realized that performance isn't just about showing up and completing tasks, but also about how we contribute to the overall goals of the village."

5. Supporting and Inhibiting Factors

Supporting factors for this activity include: (1) full support from the Tewaan Village Head who facilitated the activity; (2) high participant enthusiasm; and (3) the material's suitability to the employees' pressing needs. This is in line with research by Wicaksono *et al.* (2026) which shows that leadership support and active participant involvement are key factors in the success of community service activities. The inhibiting factors found included: (1) limited implementation time (only one day) so that material in-depth study was not optimal; (2) there were still employees who were less active in group discussions; and (3) there was no structured follow-up to ensure that the action plans that had been prepared were actually implemented.

To address these obstacles, continued mentoring and the establishment of a monthly communication forum for performance monitoring are recommended. This aligns with recommendations from a study in Keputih Village, which showed that ongoing mentoring and direct observation after training can lead to significant changes in village officials, as evidenced by improved service behavior and a direct impact on the community.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the implementation of community service activities in Tewaan Village, it can be concluded that:

1. The employee performance management strategy socialization activity succeeded in increasing participants' understanding of modern performance management, with an average increase of 27 points (from 55 to 82).
2. The Focus Group Discussion method is effective in identifying the main obstacles to achieving performance, namely a lack of understanding of targets, the absence of regular monitoring, and weak coordination between departments.

3. The development of individual action plans was successfully carried out by 92% of participants, demonstrating the participants' commitment to applying the knowledge gained.
4. This activity confirms that a measurable evaluation-based participatory approach is effective in increasing the capacity of village officials (Maswandi et al., 2023).

Suggestion

1. There is a need for further mentoring activities to ensure the implementation of the action plan that has been prepared.
2. It is recommended to establish a monthly communication forum for performance monitoring and sharing best practices among employees.
3. The Bitung City Government needs to consider allocating a budget for the sustainable development of village employee competencies.
4. Further research is needed to measure the long-term impact of this community service activity on public service performance in Tewa Village.

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