



Improving the Capacity of Village Apparatus in the Implementation of Village Government Administration Services in Kadur Village, North Rupal District, Bengkalis Regency

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Abstract: *This community service activity was motivated by the limited capacity of village officials in providing government administration services, particularly in managing correspondence, archiving documents, and implementing standard operating procedures for services. This condition has resulted in the suboptimal quality of public services at the village level. The objective of this activity was to improve the capacity and competence of village officials in providing village government administration services to be more effective, efficient, and accountable. The method used was a participatory approach through the stages of problem identification, joint planning, regulation socialization, technical training, service simulations, and implementation assistance. The subjects of the activity were officials from Kadur Village, North Rupal District, Bengkalis Regency. The results of the activity showed an increase in the officials' understanding and skills in administrative management, the development of a more standardized administrative document format, and a growing collective awareness of the importance of orderly administration as part of good governance. In addition, internal leadership initiatives emerged that encouraged sustainable change within the village government environment. Overall, this activity had a positive impact on improving the quality of village administration services and was the first step towards a more professional transformation of village governance.*

1. INTRODUCTION

Villages are the foremost government units that play a strategic role in providing public services and represent the state's presence within the community. Within the framework of decentralization and regional autonomy, the strengthening of village governance is based on Law Number 6 of 2014 concerning Villages, which affirms village authority to regulate and manage community interests based on ancestral rights and village-level local authority. This regulation encourages villages to implement professional, transparent, participatory, and accountable governance. Consequently, village officials are required to have adequate administrative capacity to effectively carry out public service functions.

Village government administrative services include managing correspondence, issuing population documents, recording and updating citizen data, archiving, and preparing village government and financial reports. The quality of administrative services significantly determines the level of public trust in the village government. According to Denhardt and

Denhardt (2015), the New Public Service paradigm emphasizes that government officials must position citizens as citizens, not merely customers. Therefore, public services must be responsive, inclusive, and oriented towards the public interest. Therefore, increasing the capacity of village officials is not only a technical requirement but also part of the transformation of service-oriented governance.

However, various studies show that the capacity of village officials in many regions of Indonesia still faces limitations, particularly in administrative competence, understanding regulations, and orderly and systematic archive management (Mardiasmo 2018). These limitations are often exacerbated by a lack of ongoing training and the suboptimal implementation of service standard operating procedures (SOPs). Quantitatively, reports from the Ministry of Home Affairs in recent years indicate that some villages still face obstacles in preparing government administration and reporting according to national standards.

This situation is also relevant to the objective situation in Kadur Village, which is administratively located in North Rupert District, Bengkalis Regency. As a village that continues to develop with increasing social and economic dynamics, the need for fast, precise, and accurate administrative services is increasing. Increased population mobility, the need for population documents, and the administration of social assistance programs require village officials to work more systematically and professionally.

Based on initial observations and communications with the village government, several key issues were identified, including a suboptimal document archiving system, limited use of information technology in administrative services, and varying levels of understanding of service procedures among officials. Qualitatively, these conditions result in relatively longer service times and the potential for administrative errors. From a public governance perspective, these conditions can influence public perceptions of the quality of village government services.

Theoretically, capacity building is a crucial strategy in public administration reform. Grindle (1997) emphasized that strengthening the capacity of public institutions encompasses human resource development, organizational strengthening, and improvements to work systems and procedures. In the village context, capacity building involves not only technical training but also the development of a work culture that is orderly, disciplined, and service-oriented. Therefore, community service interventions need to be designed systematically and participatory.

Kadur Village was selected as the subject of the community service program based on the real need to improve the competency of its staff and the village government's commitment to improving administrative governance. Furthermore, geographically and socially, the village

has the potential to become a model for best practices in village administration in the North Rupert District. Village government support and active participation of staff are key factors in the success of the community service program.

This community service program focuses on improving the capacity of village officials in providing administrative services through regulatory outreach, technical administrative training, assistance in developing standard operating procedures (SOPs), and improving the archiving system. The approach emphasizes participatory learning and hands-on practice, ensuring village officials not only understand concepts but also implement them in their daily tasks (UNDP, 2009; World Bank, 2017).

The social change expected from this activity is the realization of more effective, efficient, and accountable village administrative services. In the short term, it is expected to improve the understanding of service procedures and document management among officials. In the medium term, this activity is expected to improve the quality of village governance, reflected in orderly administration, timely service delivery, and increased public satisfaction with village public services (Osborne & Gaebler, 1992; Bovaird & Löffler, 2003).

Thus, the community service activity themed "Improving the Capacity of Village Apparatus in the Implementation of Village Government Administration Services in Kadur Village, North Rupert District, Bengkalis Regency" is a strategic step in supporting the implementation of professional and service-oriented village governance. This activity is not only practically relevant to the needs of Kadur Village, but also aligns with the agenda of public administration reform at the village level as mandated by national policy (Pollitt & Bouckaert, 2017).

2. METHOD

This community service activity was designed with a participatory, capacity-building approach that emphasized the collaborative action planning process with the village community. The subjects of the community service were the Kadur Village Government apparatus, including the Village Head, Village Secretary, village officials, administrative staff, and elements of village institutions directly involved in administrative services. The location of the activity was the Kadur Village Office, which is administratively located in North Rupert District, Bengkalis Regency. This location was selected based on the results of needs identification that indicated the need to increase the capacity of the apparatus in the implementation of village government administrative services.

The planning process begins with field observations and initial coordination with the village government to identify the administrative issues being faced. This phase is conducted through informal interviews, small group discussions, and a review of village administrative documents. The involvement of the beneficiaries from the initial stage is crucial in community organization, ensuring that the program is truly based on real needs (needs assessment). The results of this identification are then mutually agreed upon as the focus of interventions, namely strengthening regulatory understanding, improving the filing system, and enhancing technical skills in administrative services.

The strategy used to achieve the community service objectives is an educational-participatory approach, combining lectures, interactive discussions, technical training, service simulations, and direct mentoring. The lecture method is used to provide a conceptual understanding of village government administration and service standards. Discussions and Q&A sessions serve as a space for shared reflection to identify contextual obstacles and solutions. Technical training and simulations focus on practical correspondence preparation, data recording, and an orderly filing system. Furthermore, mentoring is provided to ensure the continued implementation of training outcomes in daily work practices.

The community service activities were carried out over three days, February 6–8, 2026, with systematic stages. The first stage was preparation and coordination, including the preparation of materials, evaluation instruments, and the assignment of team roles. The second stage was the implementation of intensive and participatory training and simulations. The third stage was mentoring and initial evaluation of changes in the understanding and skills of village officials. Evaluation was conducted through direct observation, participant feedback, and assessment of simulated administrative practices.

3. RESULTS

The implementation of community service activities in Kadur Village demonstrated the dynamics of a participatory and progressive mentoring process. From the initial stage, village officials were actively involved in identifying administrative issues, particularly those related to managing correspondence, archiving documents, and understanding service standards. This involvement created a dialogic atmosphere between the community service team and village officials, ensuring that the activities were not merely instructional but collaborative in formulating solutions to the administrative issues encountered.

The various activities implemented included socialization of village government administration regulations, technical training on document preparation, administrative service

simulations, and direct assistance in organizing archives. During the technical training phase, participants practiced formatting letters of reference, incoming and outgoing letter diaries, and a simple archive classification system. This process resulted in several examples of village administration formats that were agreed upon as guidelines for daily service delivery. These technical actions served as the initial steps towards improving the administrative system to be more orderly and standardized.

Qualitatively, there has been an increase in village officials' understanding of the importance of orderly administration as part of good governance. Village officials are beginning to demonstrate changes in work behavior, such as consistent document recording and the use of uniform formats. Furthermore, a collective awareness is emerging that administrative services are not merely routine but rather a form of public responsibility that determines the village government's image in the eyes of the community.

The mentoring process also identified individuals who demonstrated initiative and leadership in coordinating administrative arrangements. The presence of these local leaders provides crucial social capital for the program's sustainability, as they mobilize other colleagues to consistently implement the training findings. Thus, community service activities not only increase individual capacity but also foster the formation of new work structures, fostering a shared commitment to administrative service standards.

The social changes that are beginning to be seen include the emergence of a more systematic work culture and the opening of internal evaluation spaces within the village government. Village officials are more responsive to community needs and strive to expedite service processes while maintaining document order. Although the implementation time is relatively short, this initiative has become an initial catalyst for transformation toward more professional, effective, and accountable village administration.

4. DISCUSSION

The results of the community service program indicate that increasing the capacity of village officials through a participatory approach is effective in encouraging changes in administrative behavior and public service awareness. This finding aligns with Denhardt and Denhardt's view that public services must be oriented toward citizens and the public interest, not merely bureaucratic procedures. The increased understanding of the meaning of public service among officials in Kadur Village reinforces this orientation in daily administrative practices.

From a capacity building perspective, the process reflects the three dimensions of capacity building as proposed by Grindle: human resource development, organizational strengthening, and system improvement. Technical training enhances individual competency, administrative formatting strengthens the system, while the emergence of local leaders reflects the strengthening of the organizational dimension. Thus, the changes that occur are not only technical, but also structural and cultural.

Theoretically, changes in the behavior of civil servants toward more orderly administration can be understood within the framework of public administration reform that emphasizes accountability and transparency. Mardiasmo emphasized that good governance requires an orderly administrative system as the foundation of public accountability. Findings in Kadur Village indicate that when civil servants are provided with adequate understanding and guidance, they are able to internalize these principles in their work practices.

Another important finding is that the active participation of beneficiaries from the planning stage was a key factor in the program's success. The collaborative approach strengthened a sense of ownership over the results, thus increasing staff motivation to implement change. This confirms that an inclusive community organizing process can trigger sustainable social transformation.

However, the limited timeframe for implementation is an important consideration in this discussion. Changing the administrative system requires consistency and long-term monitoring. Therefore, theoretically and practically, program sustainability through continued mentoring and regular evaluation is a prerequisite for the social transformation that has begun to develop into a well-established organizational culture at the village level.

5. CONCLUSION

Community service activities with the theme "Improving the Capacity of Village Apparatus in the Implementation of Village Government Administration Services in Kadur Village, Rupal Utara District, Bengkalis Regency" showed that strengthening the capacity of village apparatus is an important prerequisite in realizing professional, effective, and accountable village governance. Through a participatory approach that combines regulatory socialization, technical training, simulations, and mentoring, there was an increase in understanding, skills, and changes in the behavior of apparatus in managing village government administration. Theoretical reflection on these results confirms that capacity building is not only oriented towards increasing individual competencies, but also on improving work systems and strengthening organizational culture that is oriented towards public service.

Substantively, this activity demonstrates that a needs-based approach and the active involvement of assisted subjects can foster collective awareness of the importance of orderly administration. The creation of a more standardized administrative format, increased consistency in document recording, and the emergence of internal leadership initiatives (local leaders) are early indicators of social transformation within the village government. Thus, this service not only produces technical output but also triggers cultural change toward more responsive and accountable administrative services.

Based on these reflections, it is recommended that village governments continue the process of administrative improvement through regular monitoring and evaluation, as well as the development of a more integrated administrative system. Continued mentoring from universities is necessary to ensure the sustainability of the changes initiated. Furthermore, increasing the capacity of village officials should be a strategic ongoing agenda through regular training and strengthening organizational commitment, so that the transformation of village administrative governance can develop systematically and sustainably.

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