

Training Management for the Development of Village RPJM and Village RKP at the Training Center Village Government in Malang Ministry of Internal Affairs (Study in Bojonegoro Local Government)

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Abstract

Background: Capacity building of village government apparatus is very important. Capacity building is achieved through coaching and supervision which is realized through training. Based on the Minister of Internal Affairs Regulation Number 106 of 2016 concerning the Organization and Work Procedure of the Technical Implementation Unit of the Village Government Office of the Ministry of Internal Affairs, the Village Government Center in Malang has the task and function of training. In the 2021 budget year, the training will be carried out in the East Java area due to a budget refocusing on the impact of the COVID-19 pandemic. A total of 16 training batches, researchers are interested in researching management in the Training for the Preparation of the Village Medium Term Development Plan (Village RPJM) and Village Government Work Plan (Village RKP) Bojonegoro Local Government because the participants are young and newly inaugurated.

Materials and Methods: This type of research is a descriptive study using a qualitative approach. The focus of research on qualitative research has a close relationship with the background and problem formulation about management P.O.A.C (Planning, Organizing, Actuating, Controlling). Data collection techniques are by observation, interviews and documentation. Data analysis techniques are data collection, data condensation, data display and conclusions.

Results: The management process in the Village RPJM and Village RKP Preparation Training in Bojonegoro Local Governmenty gave significant results. The process of planning, organizing, actuating, controlling that can be carried out systematically at the The Training Center Villages Government in Malang. Planning taken by taking into account the Budget Implementation List and Activity Operational Instructions. Organizing that analyzes a module can be a guide. Actuating through pre test and post test and controlling with daily evaluation.

Conclusion: Training on the preparation of the Village RPJM and Village RKP Bojonegoro Local Government through a management process consisting of planning, organizing, actuating and controlling which was carried out by the Training Center Village Government in Malang systematically and showed significant results.

Keyword: village government apparatus, training, management, planning, organizing, actuating, controlling.

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I. Introduction

The duties and functions of the village government apparatus are very complex. The role of the village government apparatus is very significant, especially in terms of village management. The village government consisting of the village head, village secretary and assisted by village officials has the task of being an element of village administration. In order to realize these tasks, the village government is expected to be able to make changes for the better for the village. The village government apparatus must have leadership and service-oriented bureaucratic performance that has performance for the community so that it can encourage the realization of Good Governance in the realm of village government.

The performance of the village government apparatus is closely related to the capacity of the village government apparatus which must continue to be developed. Increasing the capacity of village government apparatus is synergistic with the importance of village structuring. This has also been stated in the Minister of Internal Affairs Regulation Number 1 of 2017 concerning Village Arrangements, in article 5, namely Village Arrangement by the Central Government, Provincial Government and Regency / City Government aimed at

realizing the effectiveness of village administration, accelerating the improvement of village community welfare, accelerate the improvement of the quality of public services, improve the quality of village governance and improve village competitiveness. This increasingly emphasizes the importance of guidance and supervision for the Village Government Apparatus.

The guidance and supervision carried out for the village government apparatus is in the form of implementing training aimed at increasing the ability and capacity to carry out their duties and functions, especially services to the community. This is in line with that the relationship between macro structure and micro interactions is explained dynamically as structuration, which takes the form of training for village government officials (Irawan, 2017: 87). In an effort to maximize the role of the village for the community, training is not only carried out for Village Government Apparatuses, but also for the Village Consultative Body (BPD). This is done so that the village government apparatus and the Village Consultative Body (BPD) can work synergistically and harmoniously to encourage the acceleration of rural development.

Training is included in the process of developing human resources or "human resources". Human resources (Sutrisno, 2009: 5) are the only resources that have reason, feelings, desires, skills, knowledge, encouragement, power and work (ratio, taste, and intention). This training plays an important role in improving and developing human resources in rural areas through the Village Government Apparatus.

Based on the Regulation of the Minister of Internal Affairs Number 106 of 2016 concerning the Organization and Work Procedure of the Technical Implementation Unit of the Village Administration Center of the Ministry of Internal Affairs, the Village Government Center in Malang has the task of carrying out training in 14 provinces, namely East Java, Bali, East Nusa Tenggara, West Nusa Tenggara, Maluku, North Maluku, Papua, West Papua, North Sulawesi, Central Sulawesi, Southeast Sulawesi, South Sulawesi, West Sulawesi and Gorontalo. Throughout the 2021 fiscal year, the Village Government Center in Malang only has budget availability due to refocusing on the impact of the Covid-19 pandemic for the implementation of training in the East Java area, as follows:

Table no 1:Activity planField of Training, Arrangement and Administration of Village Government and Field of Institutional Training, Cooperation, Finance and Village AssetVillage Administration Center in MalangYear 2021

No	Time	Training Title	County / City	Participant	
				Amount	Element
1	2	3	4	5	6
1	2 to 4 June	Village Government Apparatus Training in Village Governance	Tulungagung Local Government Ngawi Local Government	80	Village head
2	7 to 9 June	TP-PKK Training in Village Development	Probolinggo Local Government Kediri Local Government	80	TP-PKK Village
3	14 to 16 June	Training of Village Government Apparatus in the Preparation of Village RPJM and Village RKP	Pasuruan Local Government Malang Local Government	80	village secretary
4	21 to 23 June	Village Apparatus Training in Village Finance	Gresik Local Government Magetan Local Government	80	Village Finance Officer
5	28 to 30 June	Village Government Apparatus Training in Village Governance	Mojokerto Local Government	40	Village head
6	7 to 8 September	Village Consultative Body Training in Drafting Village Regulations	Madiun Local Government	40	BPD Manager
7	14 to 16 September	Training for Village Community Institution Managers in Village Development	Blitar Local Government Lumajang Local Government	80	Head of LPM
8	20 to 22	Village Government	Tuban Local	80	village

	September	Apparatus Training in Village Government Administration	Government Ponorogo Local Government		secretary
8	28 to 30 September	Family Welfare Empowerment Training (PKK)	Pacitan Local Government	40	PKK leader
9	28 to 30 September	Training on Preparation of Village RPJM and Village RKP	Bojonegoro Local Government	40	village secretary

Sixteen batches of training attended by the village head, village secretary, finance officer, head of BPD, head of LPM are expected to have an impact on village government officials. The training was attended by village government officials of all age levels, the following is the age range of the training participant.

Table no 2 : Training Participants Age Village Administration Center in Malang Year 2021

No	Regency	Age Range of Training Participants (Years)				
		21-30	31-40	41-50	51-60	61-70
1	2	3	4	5	6	7
1	Tulungagung		7	18	15	
2	Ngawi	2	9	11	14	4
3	Probolinggo	3	15	12	10	
4	Kediri	3	12	15	9	1
5	Pasuruan	9	21	10		
6	Malang	5	13	16	6	
7	Gresik	9	18	10	2	
8	Magetan	8	19	11	2	
9	Mojokerto	2	8	12	9	1
10	Madiun	3	7	19	10	1
11	Blitar	5	6	16	9	4
12	Lumajang	5	7	15	11	1
13	Tuban	10	26	4		
14	Ponorogo	6	18	11	5	
15	Pacitan		9	19	12	
16	Bojonegoro	19	16	5		

Most of the 16 participants in Bojonegoro Local Government were young, so this study further observed whether the training management was going well and the results were significant. Management includes the process of planning, organizing, implementing and monitoring it. The management process saw how the Village RPJM and Village RKP Preparation Training which was attended by Bojonegoro Local Government participants was running.

II. Materials and Methods

This type of research is descriptive research using a qualitative approach. Denzin and Lincoln in Moleong (2012: 5) state that qualitative research is research that uses a scientific background, with the intention of interpreting phenomena that occur and is carried out by involving existing methods.

The focus of research on qualitative research has a close relationship with the background and problem formulation described on the previous page, namely: Management according to George R. Terry namely Planning, Organizing, Actuating and Controlling (2009: 9). In the Training for the Preparation of the Village RPJM and the Village RKP of Bojonegoro Local Government, he examined the planning process, its organization, its implementation to the monitoring process.

Study Location : The location of the study is at the Village Administration Center in Malang.

Study Duration : Duration of Study is January to December 2021

Data collection techniques : Data collection techniques are by observation, interviews and documentation.

Observation is the basis of all science (Sugiyono, 2012:308). Scientists can only work based on data, namely facts about the real world obtained through observation. Usman and Akbar (2011: 52) state that observation is a systematic observation and recording of the symptoms studied.

Esterbergdalam Sugiyono (2012:316) : interview as a meeting of two persons to exchange information and idea through question and responses, resulting in communication and joint construction of meaning about a particular topic.

In this study, interviews were conducted with people who understand the Training for the Preparation of the Village RPJM and Village RKP, namely : young expert *widyaiswara*, middle expert *widyaiswara*, training companion from the Community and Village Empowerment Service in Bojonegoro Local Government.

Documentation is collecting data by recording, taking pictures using recording devices such as mobile phones, digital cameras that function as recorders or voice recording devices, and also as taking pictures for documents related to the focus and problem of the research.

Data analysis techniques : Data analysis techniques are data collection, data condensation, data display and conclusions.

Data collection is one of the most important stages in a research. Data collection is an activity carried out by researchers to obtain valid data.

Data condensation can be said as a summarizing activity, where the writer chooses the main things, and focuses on the important things from the theme and pattern.

Data Display can be done in a short description, in the form of charts, relationships between categories, flowcharts, and the like in presenting data that is commonly used and what researchers use is the presentation of narrative data.

The conclusion answers the formulation of the problem that was formulated from the beginning and the supporting factors and inhibiting factors both in internal and external conditions.

III. Results

Based on the table, the Village RPJM and Village RKP Preparation Training is carried out based on the provisions that have been implemented. The material is given during the training by *widyaiswara*, trainers / instructors according to the modules that have been prepared previously. In this actuating process, it is very closely related to the implementation of pre-test and post-test to see how far the planning and organizing process is said to be successful.

The Village Administration Center in Malang is a Technical Implementation Unit of the Ministry of Internal Affairs which has the task of carrying out training in the coverage of Eastern Indonesia. In the opinion of Khumaidi, et al (2021:4) training is an obligation of agencies and all related parties in business development and planning. This means that an agency has a long-term investment for the community through the village government apparatus so that it is more optimal in carrying out its duties and functions. In the 2021 fiscal year, training at the Village Administration Center in Malang will only be carried out in the East Java Province. This study focuses on the training attended by the Village Secretary of Bojonegoro Local Government. The Village Secretary has the task of assisting the tasks of the village head, including in the preparation of planning documents. The four stages that constitute a series of management processes consist of planning, organizing, actuating, and controlling.

According to Pasolong (2017: 96) public management is how to regulate the interests of the public or the people. Meanwhile, according to Overman in Keban (2004:85) it is not as "scientific management", although it is strongly influenced by "scientific management". Public management is an interdisciplinary study of general aspects of the organization, and is a combination of management functions such as planning, organizing and controlling on the one hand, with human resources, finance, physical, information, and politics on the other (Pasolong, 2017: 96). Both opinions mean that public management is a series of management processes used to manage and regulate the public interest by paying attention to the side to mobilize human resources, finance, politics and so on.

According to George. R. Terry Management is a distinct process consisting of planning, organizing, actuating, and controlling, performed to determine and accomplish stated objectives by the use of human beings and other resources. Management consists of the process of planning, organizing, implementing and monitoring, which are carried out to determine and achieve targets (targets that have been set through the use of human resources and other sources) (Terry, 1977: 4). In another book, George. R. Terry stated, management includes activities to achieve goals, carried out by individuals who contribute their best efforts through predetermined actions. This includes knowing what they should do, determining how to do it,

Planning
Management processes are basically planning everything steadily to produce beliefs that have an impact on doing things in accordance with the rules and having benefits (Handoko, 2003: 3). In the Training for the Preparation of the Village RPJM and Village RKP of Bojonegoro Local Government which was held at the Village Administration Center in Malang, it contained the planning process as well as the trainings that had been

carried out. Based on the results of observations made, the planning begins with the preparation of the Budget Implementation List in the year before the training is carried out, namely in 2020.

Bojonegoro Local Government was selected as one of the regencies that had the opportunity to participate in the training. With the Covid-19 pandemic, of course, this has an impact on the budget condition at the Village Government Hall in Malang. Under these conditions, there was a refocusing of the budget which resulted in several things, namely the Training for the Preparation of the Village RPJM and RKP Village could only be carried out by 39 Village Secretaries and 1 assistant from the Community and Village Empowerment Service - Bojonegoro Local Government, the training could only be carried out for three days, the training only on class there is no field study. In this planning, interviews were conducted to find out things related to this planning process.

Interview with Associate Expert Widyaiswara, related to training planning:

“The training on the preparation of the Village RPJM and Village RKP was only carried out for three days and was attended by 40 people including assistants due to budget constraints. As in the letter we have submitted to the Community and Village Empowerment Service - Bojonegoro Local Government, it is informed that participants who take part in the training are prioritized for those who have just been appointed so that they can maximize their performance when on duty”.

Interviews were also conducted with assistants from the Community and Village Empowerment Office to find out what the criteria for participants who participated in the training were.

“The selected participants are participants who are young, newly inaugurated, and have the ability. It is hoped that with this, the participant who is the village secretary can become a pilot project for his sub-district area. Each sub-district consists of one to three village secretaries to participate in the training”.

Based on the interview, the selected participants were young and newly inaugurated participants so they had the ability to become pilot projects for their sub-districts. Bojonegoro Local Government consists of 28 sub-districts, 11 sub-districts and 419 villages which cannot all participate in the training because the quota from the Village Administration Center in Malang is only 40 participants. This training is sourced from the State Revenue and Expenditure Budget, so it must comply with the Activity Operational Guidelines that have been prepared.

Organizing

Gumur formulates organizing into grouping and arranging people to be able to move as a unit in accordance with the plans that have been formulated, towards achieving the stated goals (1975: 23). The Training for the Preparation of the Village RPJM and Village RKP certainly includes an organizing process as a way for this training to be carried out. The indicators of the training that can be implemented are the preparation of capacity building programs which are reduced to a curriculum, then further reduced to a curriculum matrix, training syllabus, lesson plans, presentation process and training module preparation.

Based on the results of observations and interviews that have been summarized, the Training for the Preparation of the Village RPJM and Village RKP of the Bojonegoro Local Government begins with the preparation of the program. The program in question is a capacity building program for village government officials. Next is the process of preparing the curriculum which includes the length of the training, this training is carried out for three days. The next process is to compile a curriculum matrix consisting of competency units, competency elements, estimated time to load knowledge, skills and number of hours of lessons. The next process is compiling a training syllabus consisting of elements of competence, performance criteria, performance indicators, training materials in the form of (knowledge, skills and attitudes). Lesson plan consisting of title, instructional objectives, and preparation. Next is the presentation process which consists of a description of activities, methods, media, and time allocation. The series of processes resulted in a training module that became the main guideline in the Implementation of Training on the Preparation of the Village RPJM and Village RKP Bojonegoro Local Government. In addition to the module, there are also reading materials that are a source of knowledge for the training participants. The reading material was compiled based on the Regulation of the Minister of Internal Affairs Number 114 of 2014 concerning Village Development Guidelines.

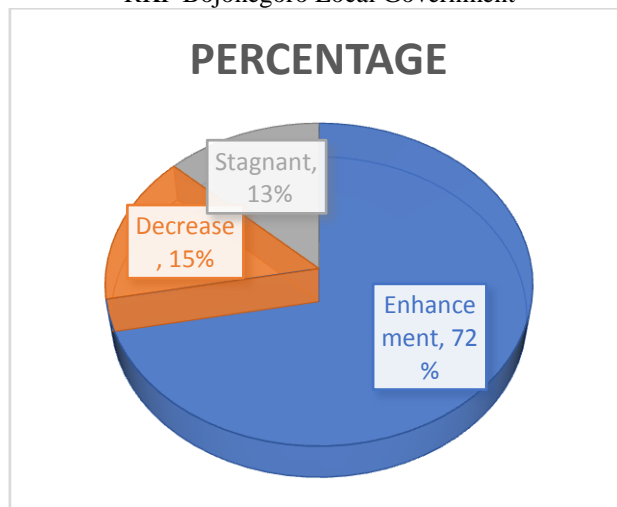
Actuating

The definition of mobilization is the entire process of providing work motivation to subordinates in such a way that they are able to work sincerely for the achievement of organizational goals efficiently and economically (Munir, 2006: 139). In the Training for the Preparation of the Village RPJM and the Village RKP of Bojonegoro Local Government, a schedule that serves as a guide in its implementation, to guide the training carried out is more organized, the following is the training schedule:

Table no 3 : of Schedule of Training Activities for Preparation of Village RPJM and Village RKP Bojonegoro Local Government

No	Date and time	Time	Activity
1	Tuesday, September 28, 2022	08.00-12.00	Participant Arrival
		12.00-13.00	Have lunch
		13.00-13.15	Opening Preparation
		13.15-14.45	Opening
		14.45-15.30	Pre-Test
		15.30-16.00	Rest
			Group dynamics
		16.00-16.45	Class Introduction and Organizing
		16.45-17.30	Training Objectives and Participant Expressions of Expectations
	Wednesday, September 29, 2022	06.00-07.30	Breakfast
		07.30-08.00	Morning Reflection
			Government Policy
		08.00-09.45	Government Policy in the Preparation of Village RPJM and Village RKP
		09.45-10.00	Rest
			Village Development Planning
		10.00-12.15	Village RPJM Preparation Techniques
		12.15-13.00	Rest
		13.00-14.30	Techniques for Drafting RPJM and Village RKP
		14.30-15.15	Techniques for Preparation of Village RKP and Village DU-RKP
		15.15-15.30	Rest
		15.30-17.00	Techniques for Preparation of Village RKP and Village DU-RKP
	Thursday, September 30, 2022	06.00-07.30	Breakfast
		07.30-08.00	Morning Reflection
		08.00-09.45	Preparation of Design and RAB
		09.45-10.00	Rest
		10.00-11.30	Village Regulation Drafting Techniques
		11.30-12.15	Post Test
		12.15-13.00	Rest
			Training Rounding and Follow-up Plan
		13.00-13.45	Training Rounding
		13.45-14.30	Training Follow Up Plan
		14.30-15.00	Closing Preparation
		15.00-16.00	Closing
		16.00-17.30	Completion of administration and check out

Diagram no 1 : The results of pre-test and post-test Training for the Preparation of Village RPJM and Village RKP Bojonegoro Local Government

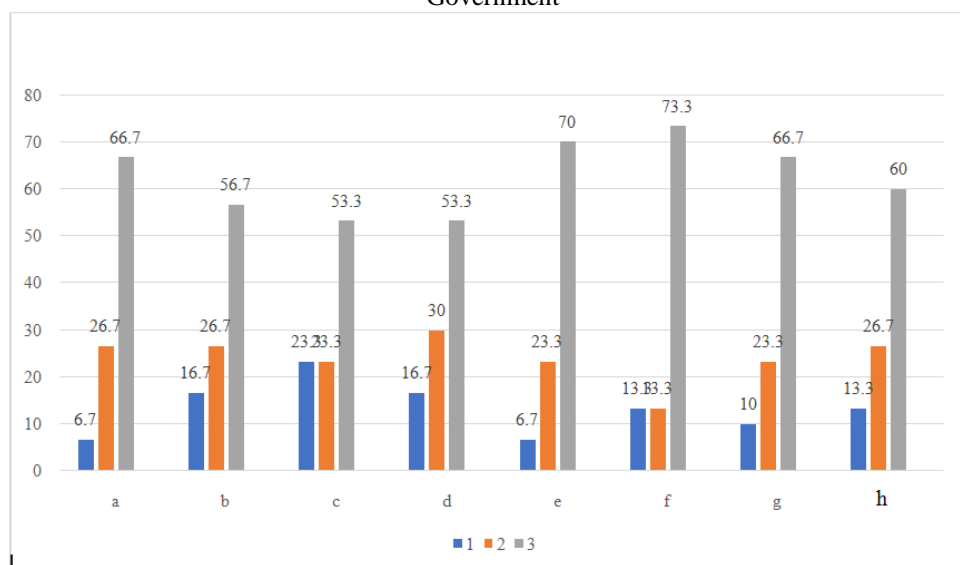


The diagram of the Percentage Change in Pre-Test and Post-Test Values for the Preparation of the Village RPJM and Village RKP Bojonegoro Local Government, explains that there are participants whose pretest and posttest scores have increased, have not changed (stagnant), and have even decreased. As shown in the figure, there were 28 participants or a 72% increase in scores from pre-test to post-test. A total of 5 participants or 13% did not experience a change, and as many as 6 participants or 15% experienced a decrease. These results can be concluded that the Training for the Preparation of the Village RPJM and Village RKP of Bojonegoro Local Government is said to be successful, because most of the participants experienced an increase in scores from pre test to post test.

Controlling

The definition of control according to the term is an activity process to find out the results of implementation, errors, failures to be corrected and prevent the recurrence of the error, as well as preventing as implementation is no different from the predetermined plan (Rahman, 1976: 99). In this Training for the Preparation of the Village RPJM and Village RKP, of course there is a controlling process. This process is carried out when the training takes place as an evaluation material for future training. Each participant was asked to fill out a form containing the participant's daily evaluation. Here are the results of filling out the form.

Diagram no 2 : Diagram of Daily Evaluation of the Village RPJM and Village RKP Training Bojonegoro Local Government



Based on the table above, there are three assessment ranges, namely (1) unsatisfactory, (2) satisfactory, (3) very satisfactory. The eight points contained in the daily evaluation and become the controlling process are as follows :

- a. Utilization and timing of training activities;
- b. Committee services for the provision of accommodation;
- c. Committee services for the provision of consumption;
- d. Availability of training support facilities and infrastructure;
- e. Media and materials used in the learning process;
- f. The level of usefulness of the material is related to the participants' work;
- g. The level of participation of participants in the training;
- h. Clarity of presentation of material by the teacher.

Based on the table, the average is very satisfactory in the assessment above 50% so that in this controlling process the Training for the Preparation of the Village RPJM and Village RKP has significant results with a series of other management processes, namely planning, organizing, and actuating.

In the process, this interview was also carried out with Widyaiswara Young Experts who were directly related to the training in question, the following are the interviews:

"Every training force always has a daily evaluation which is a series of training itself. This is done to see the level of satisfaction of the training participants, which then becomes feedback to the agency to focus on what needs to be improved so that the training can continue to improve its quality."

Controlling is an important part and cannot be left out. Controlling is useful for seeing the success of the training and knowing and analyzing what needs to be improved in the next training.

IV. Discussion

Management is something that cannot be separated from every activity, including the Training for the Preparation of the Village RPJM and the Village RKP of BojonegoroLocal Government. According to George R. Terry, management is expressed in the functions of planning, organizing, actuating, and controlling. The Village Government Center in Malang as an agency that has the task of carrying out training has certainly carried out the management process in every training activity. This is done so that the training runs smoothly so that the target of the village government apparatus capacity development program can be achieved.

Planning is something that cannot be separated from the management process because it involves the initial step where an activity will be taken. The Village RPJM and Village RKP training contains plans that have been strategically prepared through the preparation of a List of Activities Implementation in the scope of the Village Administration Center in Malang and passed down through the Activity Operational Guidelines. This becomes the main guideline for the implementation of the training. Carefully prepared planning can minimize the occurrence of revisions to the Activity Operational Guidelines that cause delays in an activity. The plan contains a budget starting from the cost of printing modules and reading materials, honorarium, consumption and others. As stated in the Activity Operational Manual,

Organizing is a preparatory step taken to strengthen planning before the training is carried out. Organizing contains things that must be considered by the committee and instructors, namely the process of compiling modules that begins with a long series. Starting from the determination of the program, the preparation of the curriculum is the key which relates to the length of the training time, then the curriculum matrix, and leads to the training syllabus, the next is the lesson plan, the presentation process and the preparation of the training module.

Actuating merupakan realisasi suatu kegiatan, semua yang disusun dalam planning dan organizing akan menjadi fondasi dalam proses actuating. Pada PelatihanPenyusunan Village RPJM dan Village RKP iniharusmampuditentutkan jadwal sebagai pedoman pelaksanaan. Inti dari proses actuating ini adalah pre test dan post test yang mampu dilihat dan dianalisis apakah pelatihan yang dilaksanakan berhasil atau tidak. Peserta yang mengalami peningkatan penilaian harus lebih banyak dibandingkan yang nilainya turun maupun yang tetap. Pada pelatihaninipeserta yang mengalamipeningkatan sebesar 72 %.

Controlling is a process that cannot be abandoned. This controlling step can be proven by evaluation. In the BojonegoroLocal Government RPJM and Village RKP Training, daily evaluations were carried out to see how far this training was able to provide a level of satisfaction for the training participants. Based on the results of the forms filled out by participants, on average 50% of participants felt very satisfied.

V. Conclusion

Based on the research that has been carried out, it can be concluded that the management of the Village RPJM and RKP Development Training in BojonegoroLocal Government has gone through systematic planning, organizing, actuating and controlling. This is to see how the mamou management process is carried out in training at the Village Government Center in Malang, the Planning carried out has been guided by the Activity

Implementation List and Activity Operational Instructions. Organizing that has been carried out has taken into account the rules in the preparation of the module. The actuating that was carried out was able to analyze that through the pretest and post test, we were able to see the success of the training. Controlling that has been done can find out that the training carried out provides a level of satisfaction for the trainees.

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