

# Efforts to Improve the Performance of Cisondari Village Government Employees

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**Abstract.** Performance improvement is essential for achieving organizational goals, and systematic monitoring and evaluation (M&E) play a vital role in assessing program success and supporting strategic decision-making. M&E enables organizations to gather accurate performance data, identify challenges, and design corrective strategies. However, field observations reveal persistent performance gaps among *Kepala Urusan* (KAUR, or Heads of Affairs), whose outputs often fall short of established targets. Follow-up interviews further indicate that limited employee competence and ineffective task management contribute to these shortcomings. This study employs a qualitative approach involving direct observation and in-depth interviews to analyze the underlying factors affecting employee performance. It proposes the integration of the Problem Identification and Corrective Action (PICA) framework to optimize the M&E process and assist village heads in decision-making. By encouraging each KAUR to document specific objectives and encountered obstacles, the approach enables early detection of performance issues and timely intervention. The application of this model is expected to enhance organizational learning, responsiveness, and overall performance sustainability.

**Keywords:** Performance, PICA, Village Government Employees

## 1 Introduction

Human Resources (HR) are individuals who work for an organization and are an asset to an organization. Human Resources is an essential factor that cannot be separated from the company [1], [2]. Without capable human resources, an organization or agency will not run well. Therefore, it is crucial to maintain and manage the human resources in the organization[3]. HR management is carried out so that HR performance can successfully achieve organizational goals[4]. Performance is a work result achieved by a person in carrying out his duties and obligations based on his skills, experience, determination, and time in accordance with predetermined standards [5]. In line with [6]what states that performance is the result of work or work achievements that have been achieved by a person or a group in the organization, where the work carried out is work that is in accordance with their respective responsibilities and authority to achieve the goals and objectives of the organization that are legal and do not violate morals and ethics.

Performance is the work result of all work processes that HR has carried out. So, performance is not the final result of a series of work processes but is the appearance of the entire series of work processes from input to output produced. Employee performance will show

their success in carrying out their duties and illustrate their ability to achieve the goals set [7]. The performance produced by HR will reflect the competencies possessed by the individual. The performance of these resources must accompany the vital role of human resources in achieving organizational goals. By measuring a person's abilities, we can improve the performance shown by the results of their work. Performance management is a series of interrelated activities that form a comprehensive performance management cycle [6]. In the performance management cycle, performance planning enters the initial stage[8], [9] .

Like the phenomenon found in Cisondari village, where the village head encountered difficulties in meeting the annual targets that had been previously determined, this could occur because he was still having difficulty finding problems in the process of implementing activities, plus there was often miscommunication between employees in carrying out their duties and this was made even worse. With the monitoring process not being optimal due to work standards that are still biased, this phenomenon is also found in research[10] where it is stated that there are still minimal evaluation activities carried out at the village level in West Java, even though evaluation will result in process optimization and provide a domino effect as well as a stimulus in increasing the role of village officials and community leaders in efforts to realize development, involving the participation of all parties from the planning, implementation to monitoring and evaluation stages.

Therefore, every human resource in an organization, including villages, must be able to measure the performance of each member because this is a factor that can be a benchmark for the success, success and failure of an organization in achieving its goals, but by using a simple and easy to apply approach.

## **2 Literature Review**

Monitoring is an activity to provide information about the causes and consequences of a policy being implemented. Monitoring is carried out when an activity is being implemented and is necessary so that initial errors can be immediately identified and corrective action can be taken, thereby reducing more significant risks. The purpose of monitoring is to ensure that policies or activities being implemented are under the goals and objectives. So, by finding errors as early as possible, more significant risks can be reduced, and ultimately, modification of policies and activities can be carried out, including using the comparative method, narrative method, category assessment method, objective method, and behavioral method.

Evaluation is a planned activity to measure, assess, and evaluate the success of a program, activity, policy, or similar. Evaluation is carried out to provide input for program planning, provide input for continuation, expansion, and termination of the program, provide input for modifying the program, obtain information about supporting and inhibiting factors of the program, provide input for motivation and guidance for program managers and implementers, and understand the scientific basis for program evaluation.

Evaluation can also be interpreted as an activity to collect information about the performance of something, where this information will be used to determine the best alternative in making decisions. The evaluation stages consist of determining the evaluation topic, designing evaluation activities, data collection, data processing and analysis, and reporting evaluation results. One of the tools to assist in monitoring and evaluating activities is to use PICA (Problem Identification and Corrective Action) analysis. PICA is a control tool usually

used by organizations to observe whether work processes are carried out according to plan or whether there are still many obstacles.

Problem Identification in PICA aims to analyze problems that cause activities not to run according to plan and potentially hamper target achievement. Ideally, in identifying problems, you must pay attention to internal and external aspects. After identifying the problems, it is necessary to determine Corrective Action to repair and overcome them. In the PDCA (Plan Do Check Action) cycle, PICA is included in the Check stage [11]. PICA can help organizations identify problems and causes to take corrective action, especially using this approach more quickly. Therefore, it is felt that the PICA approach is appropriate to be used to assist the evaluation process in the Cisonhari Village Government in identifying problems that occur in the process of implementing activities so that, in the end, it will produce recommendations for corrective action, which can then be used as a guideline in overcoming the problems that occur.

After the village head carries out monitoring and evaluation activities using PICA, it is hoped that the goals set will be easily achieved. The performance of human resources will be measured by the strategic plan to achieve the initial goals. So that all series of work carried out by HR can be well organized.

### **3 Methods**

This research uses a descriptive qualitative approach starting with observational interviews and literature studies to find out phenomena in the field; the PICA approach is an effort to optimize the monitoring and evaluation process of village heads and heads of affairs (KAUR), the results of PICA are expected to become the basis for village head in ensuring that existing processes within the organization run optimally and under previously set targets.

### **4 Results and Discussion**

Monitoring activities are a routine process of reporting or collecting data containing the progress of a plan, task, or activity to assess the extent to which it has been successfully implemented. The progress seen from this monitoring then needs to be re-evaluated for its success. Evaluation is the process of measuring the extent of the success of the performance that has been implemented. Evaluation is also a follow-up to known obstacles in the monitoring process. However, in reality, it is more challenging than imagined. Therefore, monitoring and evaluation activities are essential in every process so that the work can be done using previously designed plans, including in village government.

In maintaining performance quality and achieving the vision, mission, and village development targets, village officials also need monitoring and evaluation. From the results of observations and interviews with the village head of Cisonhari Village, it is known that one of the performance obstacles and challenges in Cisonhari Village is that sometimes there are several employees and head of affairs (KAUR) who are not in line with achieving targets and tends to be late in carrying out his duties so that several programs miss the initial plan. It can happen due to the lack of monitoring and evaluation processes, which has been the case that the head of affairs (KAUR) is given authority but without any meaningful direction and monitoring from the village head; this is because the village head also has pretty time-consuming activities so that monitoring activities and evaluation becomes somewhat forgotten.

Because it requires an approach that is easy and simple to use, one of which is the PICA approach, this method is used because it is a simple tool for monitoring and evaluating the performance of village officials because, in it, each employee will try to explain the work while exploring in more depth the problems that arise. It has been experienced while looking for initiatives or solutions to problems during the activity program.

The use of PICA to optimize the monitoring and evaluation process can run more easily if it has support from authorized officials, in this case, the village head, where the village head can order all levels within his authority to use this approach so that problems may arise or take corrective action on a problem. It can be found immediately so that the organization will move more flexibly to face increasingly rapid changes in conditions.



**Fig. 1.** Implementation of Interview Activities  
Source: personal documents

One of the initial efforts that can be made is to try to plan the goals of the village and what activities and tasks will be carried out at a specific time to align them with the program's vision, mission, and goals that will be achieved in a certain period. This process requires the involvement of all parties in preparing the program; in this case, the Kaur and Head of Cisonhari Village can hold a scheduled meeting with all heads of affairs to discuss what they want to achieve this year by aligning the needs, desires, and regulations of the central government, this planning activity can be held every beginning of the year.

Then, based on the results of observations and interviews in the field, it is known that there are several obstacles in carrying out the work of the heads of affairs (KAUR) where the head of KAUR affairs still does not understand the work entrusted to him, so that it has the potential to cause problems during the implementation of village programs and this can be overcome by trying to explain more specific activity program targets, and carrying out regular monitoring while the implementation of the village activity program is running, to minimize KAUR confusion and difficulty running the job desk and the village head can quickly look for alternative solutions to these obstacles.

From the observations and interviews with the village head, it is known that the village head has determined when the completion time for each project ends. Still, the Cisonhari Village officials still need to have a definite timeline for each project's implementation time. It can still create delays and make it difficult to assess the success of the performance of village officials in achieving the initial village goals determined.



**Fig. 2.** Introduction to the PICA Approach in the Context of Monitoring and Evaluation, Source: Personal Document

A discussion activity needs to be carried out to understand the importance of evaluation activities in the organization to create awareness and a willingness to jointly carry out evaluations to continuously improve in implementing the PICA approach. (Problem Identification and Corrective Action).

**Table 1.** PICA Templates

Activity	Problem and Cause analysis	Prevention and Management	P.I.C	Deadline
	Problem	Corrective action		
	Root causes	Action		

Source: personal data

Table 1. above shows that the PICA table consists of a worksheet with several pointers such as problem identification, corrective action, due date, and person in charge. PICA can be utilized in the context of monitoring and evaluation, as well as being used as a tool to help analyze the root of the problem so that the organization's targets and goals can be monitored clearly so that the level of target achievement will tend to be high. Problem prevention and improvement actions can take place appropriately and effectively.



**Fig. 3.** Filling out the PICA Form by Kaur (Head of Affairs)  
Source: Personal Documents

## 4.1 Problem Identification Stages

In this stage, village officials try to identify clearly and precisely the problems encountered in the process of implementing work, in which employees are expected to be able to collect information related to the implementation of village program activities while listening to input from the community and related stakeholders so that this information can be obtained and used as a benchmark for identifying which sides or aspects may not be running efficiently or effectively. Furthermore, the village head can facilitate group discussion activities to identify problems that may not be detected directly.

## 4.2 Corrective Action Stage

In the corrective action stage, efforts are made to overcome problems that have been previously identified so that this stage can run optimally. Plan Action:

Each KAUR can formulate and determine specific corrective actions in dealing with each existing problem and then try to plan actions that include clear steps and the necessary resources so that village officials can prioritize corrective actions based on the level of urgency and impact on work completion and results. It is then communicated to all stakeholders involved.

While implementing the PICA approach, researchers distributed forms that KAURs would complete to analyze obstacles and the roots of the problems experienced. Firstly, in filling out the PICA analysis, KAURs are allowed to identify problems where they must pay attention to several aspects related to the implementation of tasks from both internal and external sides, which are then identified in more depth and detail. Continuing with filling in the countermeasures, it must refer to how to resolve the problems faced up to filling in deadlines realistically and according to needs, as well as employees responsible for implementing improvement

**Table 2.** Example of a Completed Pica Sheet

Activity	Problem and Cause analysis	Prevention and Managemement	P.I.C	Deadline
Physical Development Work	<b>Problem:</b> Discrepancy between implementation and what has been planned  <b>Root cause:</b> Lack of communication and the implementi	<b>Corrective action:</b> Coordinate and explain the plans that must be implemented by the implementing party  <b>Action:</b> Come directly to the physical construction	Head of the community welfare section and village head	Three working days

ng party is not directly involved in planning formulation	site to help provide information
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Source: Processed Data

From Figure 4 above, it can be seen that the PICA approach can be used to help overcome identified problems and achieve sustainable improvements from which significant benefits can be felt, especially in improving the performance of offices in villages. From the results of observations and guidance on the practice of filling out PICA tables in the field, it is known that recording activities on a form can be a difficult task, as can analyzing the root of existing problems. When looking for the root of the problem, KAURs need to think deeper because sometimes we only see the problem from the surface. After identifying the root of the problem, we continue by looking for corrective action, even though sometimes things are beyond our capabilities.

## 5 Conclusions

Monitoring and evaluation are essential in evaluating performance and progress in Cisondari Village and are necessary for overcoming gaps and problems arising during the implementation of activities. In the observation activity, the village head and KAUR Cisondari were resource persons, and the PKM team and students were also involved. In implementing PKM in Cisondari Village, the Team recommended the application of PICA as a tool for evaluating the performance of village officials. This monitoring and evaluation process will later influence village officials' performance planning, which is carried out at the beginning of each year. The PICA form analyzes the obstacles and root causes of the problems they experience. One of the obstacles is that KAUR has just changed positions and needs to be thoroughly familiar with its duties.

Communication can be used to monitor the village head, which will be a forum for KAURs to report their work progress directly to the village head; sometimes, the reporting is done when the work process is being carried out or when the KAURs feel an obstacle. Therefore, the process of better monitoring and evaluation is carried out by the village head using the PICA method so that the village head can measure the extent to which the initial goals have been achieved. It is included in the measurable principle, where the initial goals of the village can be measured based on the performance progress of each KAUR.

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